

The ROTARIAN

JANUARY, 1914
Vol. 4. No 5



AS THE knights of old set forth on their holy crusades so the modern Rotarians have taken up the banner of the moving and sustaining wheel—the circle which typifies the only perfect and complete thing in the world—and by their devotion to the principles of Rotary and their acceptance of both its opportunities and its responsibilities and by their practice of its precepts, they are making for greater success, more pleasant and congenial business relations and happier and fuller lives.

C. R. P.

L. W. KENDALL

Money Wasted

We know many instances where the biggest and best commercial organizations in America are literally throwing away a large per cent of the money they are spending in advertising in the Southern States, simply because their advertising agents are not intimately familiar with Southern conditions and Southern needs.

They do not get the Southern view-point—they do not prepare the copy for Southern readers—they do not use the most effective mediums for their particular message to Southern prospects.

We are Southern—"Born and Bred" and we are proud of it. We know our people—their wants—needs—fancies and follies.

We know Southern Publishers—almost each one of them by his nickname—we know his character, circulation, rates, readers and office force.

We know Southern merchants, their bankers, store fronts, stock of goods and their customers.

We know Southern Manufacturers, and are selling their products.

We can take the Southern territory's advertising of any first class foreign corporation, and handle it much more satisfactorily than any of our respected and esteemed contemporaries unless their headquarters and their hearts and homes are in Dixie.

The proper time to show you is in the first interview you grant us.

J. C. McMichael, Inc.
General Advertising Agents
Atlanta, Ga.

AS ROTARIANS WE BELIEVE IN SERVICE

Take Your Summer Vacation at the Rotary Convention—Houston, Texas, U. S. A.—June 21-26

The Rotarian "Circle Tour" of the State to Follow

Only those who have enjoyed it, and who know—can appreciate the unsurpassed Gulf Coast breezes, the beautiful and fragrant Cape Jessamine and Magnolia flowers, the all-round real delights of a Texas spring and early summer.

"Are We Going? Well, Rather!"

"Those Texas boys and their wives are going to show us 'the time' of our lives—and we know it is going to be the greatest Rotary Convention ever."

Yes, Be Sure to Bring the Ladies!

—Five full days of Rotary Convention Work.

—A full day for the "Trade Sectional Sub-Conventions."

—Opening Sunday with "Sermons by the Laity," six leading pulpits of the city—prominent International Rotarians officiating. Big semi-devotional mass meeting at Municipal Auditorium at night, in charge of all Rotarian Clergymen in attendance.

—"A Texas Shore Sea-Food Dinner and Barbecue"—An afternoon and night at Galveston-on-the-Gulf with its unexcelled Surf Bathing. Scores of other entertainment features.

Thirty-four Convention Committees are WORKING NOW under the supervision of the "Central Advisory Board of Fifteen," all leading successful business men (All Rotarians of course)

Col. Robert C. Duff, General Chairman.	
Jesse H. Jones	Abe M. Levy
G. J. Palmer	M. E. Foster
Minor Stewart	Julian Settegast, Jr.
S. F. Carter	R. E. Sterling
R. S. Sterling	A. E. Klesling
H. C. Schuhmacher	David Daly
E. A. Peden	Judge Edw. F. Harris (Galveston)

The Rotary Club of Houston and the Texas Association of Rotary Clubs earnestly request your attendance at the Fifth Annual Convention of the International Association.

Get Ready Now and Come!

Write "about anything you want"—

GEO. M. WOODWARD, Secretary, 209 Lumberman's Bank Bldg.
ROBT. H. CORNELL, President, Chronicle Bldg.
HOUSTON, TEXAS, U. S. A.

Classified Advertising and Reliable Business Directory

AN OPPORTUNITY

For every Rotarian to be represented in the advertising columns of THE ROTARIAN at a nominal cost.

ONLY

10 per cent discount on 6 issue contracts; If paid in advance
20 per cent discount on 12 issue contracts; after first publication.

No ads accepted for less than three lines, nor less than six issues. Do you know of any other way that you can place your name and business before 12,000 live-wire, representative business men for a dollar a month? An inter-city trade directory constantly in the hands of every Rotarian. Send in your contract and copy **NOW** for the February number. Headings provided for each distinctive business.

THE ROTARIAN, 910 Michigan Avenue, Chicago.

ADVERTISING

PATTERSON PUBLISHING CO. CITY HALL SQ. Bldg., Chicago, Ill. Why not advertise in Building Management, the only magazine there is reaching building owners and managers?

THE ROTARIAN, 910 MICHIGAN AVE., CHICAGO, Ill. Over 11,500 representative men in every line of business are reached through THE ROTARIAN.

AUTOMOBILE SUPPLIES

MILLER RUBBER CO. AKRON, OHIO. MILLER Non-Skid Tires are positive in traction. Road and Tires work together as positively as one cog wheel with another.

BANKERS

CITIZENS TRUST & SAVINGS BANK, LOS ANGELES, Cal. Office of the President of the Los Angeles Rotary Club, Roger M. Andrews.

UNION TRUST CO. TRIBUNE BLDG. CHICAGO, ILL. A Bank of strength and character. One of Chicago's oldest banks.

BUILDING AND CONSTRUCTION

FLOUR CITY ORNAMENTAL IRON WORKS, Minneapolis, Minn., Mfrs. Ornamental Iron and Bronze. Home of the famous Corinthian Street Lamp Standard.

MINNEAPOLIS HEAT REGULATOR CO. FURNACE Regulators, Minneapolis, Minn. Keep your home at an even temperature and save money on fuel.

CONFECTIONERY

F. W. KING & CO. ATLANTA, BIRMINGHAM, JACKSONVILLE, Tampa. Distributing Agents, Lowney's Chocolate Bon Bons; Brainol Cola syrup and Middleby Fountain Supplies.

A. G. MORSE CO. CHICAGO, ILL., BRANCHES: Detroit, Kansas City, Cleveland, Denver, Buffalo, Minneapolis, Columbus, Salt Lake City, Los Angeles, Philadelphia, Pittsburgh, Cincinnati, Seattle, San Francisco. "Morse" Milk Chocolate."

EDUCATIONAL

ALEXANDER HAMILTON INSTITUTE, ASTOR Place, New York City. Our booklet (Business Brains) contains our message to you. Cheerfully sent upon request.

SHELDON SCHOOL (BUSINESS BUILDING), 1018-1024 So. Wabash Ave. Send for a copy of "The Service Idea." Free to you.

ENGRAVING (PHOTO)

BUSH KREBS CO. INC. LOUISVILLE, KY. ART—Halftones—zinc etchings—electrotypes. We can help you with your engraving problems. Let's get acquainted.

GATCHEL & MANNING, ESTABLISHED 1889, Philadelphia. Designers and Engravers in one or more colors for catalogs, advertisements, books, circulars, etc.

FORTY CENTS PER LINE

No ads accepted for less than three lines, nor less than six issues. If you know of any other way that you can place your name and business before 12,000 live-wire, representative business men for a dollar a month?

An inter-city trade directory constantly in the hands of every Rotarian. Send in your contract and copy **NOW** for the February number. Headings provided for each distinctive business.

FURS.

THOS. F. SIEFERT, 1426 WALNUT ST. PHILADELPHIA, Pa. Attention Rotarians. We carry a line of FURS of the better grade.

INVESTMENTS.

WELLS & DICKEY CO. MC KNIGHT BLDG. MINNEAPOLIS, Minn. The oldest and largest Farm Mortgage House in the Northwest. Capital and Surplus, \$750,000.

JEWELERS & SILVERSMITHS

BIGELOW, KENNARD & CO. 511 WASHINGTON St. Boston, Mass. Goldsmiths, Silversmiths, Jewelers and Importers. Makers of fine Watches and Clocks.

MAXWELL & BERLET CO. WALNUT & 16TH STS. Philadelphia, Pa. JEWELERS to HIS MAJESTY the ROTARIAN. We send—on suspicion—to Rotarians.

LABELS.

FENTON LABEL CO. INC. 9TH & THOMPSON STS. Philadelphia, Pa. Guaranteed Gummed Labels. If our process should fail to protect our guarantee protects.

MUSICAL SUPPLIES

MUSICIANS' SUPPLY CO. 64 LA GRANGE ST. BOSTON, Mass. Violins, Cellos and Bows. Genuine Italian Strings. Musical Merchandise of every kind.

OFFICE APPLIANCES.

YAWMAN & ERBE MFG. CO. FILING SYSTEMS. 1280 St. Paul Street, Rochester, N. Y. Booklet "How to Transfer Papers & Records" sent free.

PAPER.

WINCHENBAUGH, LESTER P. 14 OLIVER ST. BOSTON, Mass. Unique specialties in best papers carried by nobody else. Samples cheerfully furnished.

PERFUMERS.

THE DEVILBISS MFG. CO. TOLEDO OHIO. Perfumes and perfumizers. No more pleasing and acceptable present for Wife, Mother, Sweetheart—or just a friend.

RUGS (ORIENTAL)

DAVIS & NAHAKIAN, 18TH STREET BELOW WALNUT St. Philadelphia, Pa. Special values in small and medium sizes. Persian rugs at \$12.50, \$15 and \$25.

SOAP.

LEVER BROTHERS CO. CAMBRIDGE, MASS. LIFEbuoy Health Soap. Lifebuoy saves the life of your skin—that's why it was given its name. Five cents.

TYPEWRITERS.

REMINGTON TYPEWRITER CO. NEW YORK AND everywhere. Call at one of our offices and ask to see demonstration of the Remington Column Selector.

L. C. SMITH BROTHERS TYPEWRITER CO. SYRACUSE, N. Y. & Elsewhere around the World. Ball Bearing—Long Wearing. Service is what counts.

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Why "The Rotarian" Is The Best Advertising Medium for Rotarians

BY H. A. JOHNSON

(Oklahoma City)

This is one of the papers that received honorable mention in the Gold Emblem Watch-Fob Contest

In analyzing the potentiality of advertising media, the modern space buyer must learn to look under the surface of things to determine bulls-eye value. It is this bull's-eye power, this vital concentration, which, to my mind, should give THE ROTARIAN unique prestige for Rotarian patronage.

Why? Because the Rotary club member is bound to his fellows by something more than friendship. If he adheres to the tenets of Rotary, he must clearly see that he should patronize a brother Rotarian wherever and whenever it is possible. And this becomes an increasing pleasure, when, by virtue of regular attendance at Rotary gatherings, each Rotarian becomes better acquainted with the lines of endeavor and daily activities of his brothers. Nor is this acquaintance local. On the contrary, it is international, for the membership of one Rotary club is almost an exact replica of all others. One need but realize this uniformity, to sense the fact that he ought to patronize, even at long distance, his Rotarian brothers, but more especially those whose bid for his patronage is printed in THE ROTARIAN.

Again: The type of men in Rotary is an important fact. My observation is that Rotarians are the leading men in their respective lines of business. This fact has potency because it indicates that were these men to be shown the merits of anything usable in their daily lives and businesses, they would not have to ask anyone's permission to purchase that commodity. They are men who could, at their wish and will, scrap a hundred thousand dollars worth of equipment, for instance, and install anew and do it purely on their own initiative. That is what I call bull's-eye circulation in result-producing power.

Another analytical point, and note this carefully: If a Rotarian wished to put his advertising before all brother Rotarians in the United States, Canada, Great Britain and Ireland, other than by using THE ROTARIAN, it would be necessary for him to use every trade paper, every professional journal printed in the English language. The bulk of this massed circulation would be waste to a Rotarian advertiser for the reason that most of the readers of all these publications are not Rotarians. Moreover, this general circulation lacks the fealty of Rotarianism—which is the strong link in the chain of facts that THE ROTARIAN presents to a prospective Rotarian advertiser.

Saves the cost of a Remington Typewriter Several times over

Does that heading interest you? Then read what follows.

The Model 10 Visible Remington has a mechanism found only on Remington-made machines—the *Column Selector*.

The Column Selector eliminates all hand adjustments of the carriage except line spacing.

In ordinary letter writing the Column Selector saves 15 to 20 per cent. in time and labor.

Figured on the value of your time, or your operator's time, that means a new saving which, in a few months, will amount to more than the total cost of the machine.

It comes down to this:—From the standpoint of your own pocketbook you cannot afford to use any typewriter which lacks this new time saving feature.

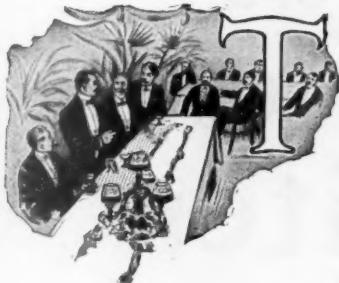
Call and See for Yourself

Seeing is believing. You are cordially invited to call at any Remington office and ask to see a demonstration of the Remington *Column Selector*. We will be glad to show you just what the mechanism is and how it works. We will write a letter with it and the same letter without it. We will show you just how much time it saves and why. And your coming will put you under no obligation. We simply wish to show you, and every one who is interested in typewriters, the latest time and labor saving achievement in this field.

Remington
Typewriter
Company
(Incorporated)
New York and
Everywhere



THE OPEN MIND



"Personally, I am interested," replied Mr. Lewis, "in reading to-day what you and other men who do not read will be finding out ten years from now."

Mr. Lewis believes in keeping his information account open. He believes that organized business knowledge is a factor in increasing earnings and profits. And isn't it true that the more a man knows about business principles and methods the more he is worth to himself and to his associates?

This is a day of specialists, but not of petty, narrow specialists. To be thoroughly efficient, a man must understand not merely his own department, but the business as a whole. If he is to be more than a mere cog in the machine, he must have a knowledge of the basic principles of economics, organization, accounting, finance, advertising, selling, credits, costs and commercial law.

The Modern Business Course and Service of the Alexander Hamilton Institute will bring this information home to you. It will put you into touch with the ideas and the experience of thousands of able and successful executives. It will open your eyes to possibilities for profit and advancement all around you. As Mr. Lewis pointed out, it will enable you to look ahead—and to cash in on your foresight.

HE scene was the annual dinner of a business club out West. E. St. Elmo Lewis, Advertising Manager of the Burroughs Adding Machine Company, was telling of the advantages of wide and constant reading on business subjects. A man of middle age, evidently a skeptic, interrupted him with this remark:

"Mr. Lewis, you don't mean to tell us that a busy man can afford to take time to read all that stuff you are talking about? How is that going to help him in his business?"

All classes of men in business are included among the enthusiastic subscribers to the Modern Business Course and Service.

Railroad Executive

"I have examined the Modern Business Course, and it has given me pleasure to enter as a subscriber. Your Course should command itself to all persons interested in the development of business as a science."

J. Krutschmitt,
Chairman of Executive Committee
Southern Pacific Company, New York City:

Clerk

"I can't say too much for your Course, as it is just what I need. It has certainly increased my efficiency."

Earl H. Whiteman, Time Clerk
Oliver Plow Company
South Bend, Indiana

Advertising Manager

"We now have twenty-two men enrolled in the Burroughs factory, and when I tell you the membership includes a member of the Board of Directors, the General Manager, General Sales Manager and the heads of five different departments, I believe you will be pretty well assured that we have the greatest confidence in the Course and the Institution."

E. St. Elmo Lewis, Advertising Manager
Burroughs Adding Machine Company
Detroit, Michigan

It will do all this with only slight demands on your time and your pocket book. The Modern Business Course and Service is built for busy men. It is a simple, practical, adaptable plan for helping you move onward over the shortest road.

Joseph French Johnson, Dean of New York University School of Commerce, Accounts and Finance, is the author of a booklet on "Organized Business Knowledge," which should be in the hands of every man in business who now holds or ever expects to hold an executive position. You will read it over and over again. It will show you a new and better way to handle your business problems. We will send the booklet free on request.



ALEXANDER HAMILTON INSTITUTE

ASTOR PLACE

NEW YORK CITY

----- Write your name and address legibly -----

ADVISORY COUNCIL

JOSEPH FRENCH JOHNSON, D. C. S.,
Dean, New York University School of
Commerce, Accounts and Finance.

FRANK A. VANDERLIP, LL. D., President
National City Bank, New York.

ELIJAH W. SELLS, M. A., C. P. A., Senior
Member Haskins & Sells, Certified
Public Accountants.

JEREMIAH W. JENKS, LL. D., Professor
of Government, New York University.

HENRY R. TOWNE, President Yale &
Towne Mfg. Co.

Without placing me under any sort of obligation, send me Joseph French Johnson's talk on "Organized Business Knowledge," and full information regarding your Course and Service.

Name

Position

Address

Get the Secret of Leadership

There is a royal road to business success. The man who knows how to obtain and apply the knowledge and experience of others wins out every time. Instead of wasting months or years working out the problems of business for himself, he takes the results that other men have found and proven right.

Hundreds of thousands of hard working, able men are burning up their ability because they do not know how to use their mental strength.

What the Sheldon Course

Really Is

The new Sheldon Business Building Course is the concentrated, classified knowledge of over 50,000 successful men.

It is not merely theoretical but absolutely practical. Every method, every statement, every principle has been proven thousands and thousands of times.

The new Sheldon Course reduces business to an actual science for the first time. It classifies and teaches the laws that every successful man must sooner or later learn and obey.



The Sheldon School

Room 600 Gunther Bldg. Chicago, Ill.

What This Course Offers to You

Right now there is some obstacle that seems to slow you up, to hinder your way to success. Sooner or later you may solve the difficulty for yourself. Sheldon will teach you how to re-inforce your own experience by applying basic laws and principles that will multiply your efficiency many fold.

Send for the Key

The knowledge that has lifted thousands from mediocrity to success is waiting for you right now. The coupon below or a postal or letter will bring you the interesting Sheldon literature with detailed information. It will only take a minute to find out—it may mean all the difference between a small success and a big one.

THE SHELDON SCHOOL,

600 Gunther Building, Chicago

Please send me FREE copy of "The Service Idea," giving full information regarding Sheldon methods.

Name

Street

City State

The Allurements of Foreign Travel

Heed the call of the German "Vaterland"—the historic Rhine country, rich in natural beauty, quaint medieval architecture and legendary lore.

Five week Vacation Tour to LONDON, PARIS and BERLIN including Rhine Trip only \$176.95.

Sail by the safe, comfortable, one class (II) cabin steamers of the North German Lloyd.

Baltimore-Bremen Service

Comfort without luxury. Delicious Meals.

Send 10c for concise travel guide, "HOW TO SEE GERMANY, AUSTRIA AND SWITZERLAND" by P. G. L. Hilken—Rotarian—essential in planning your tour.

A. SCHUMACHER & CO.
300 S. Charles St.
Baltimore, Md.



Do You Know Rugs— Real Oriental Rugs?

The genuine is as elusive as the rainbow—and only an expert can be sure of its quality.

We have spent nearly 20 years acquiring the knowledge that stands between our customers and deception or mistakes.

Many "doctored" rugs are sold as genuine antiques, unconsciously, by perfectly honest dealers who have been imposed upon in buying.

That's where our discriminating art comes in.

If you have had difficulty finding a rug to harmonize with the surroundings of your room, write us and we will give you a description of any rugs we have which may suit.

Rugs shipped on approval to Rotarians to any part of U. S. A.

DAVIS & NAHAKIAN

13th St. below Walnut
PHILADELPHIA

Also Domestic Rugs and Carpets.

The Guaranteed FLOUR
OCCIDENT
*Costs a little more than others
— worth it.*

The worth shows in the baking—in more delicious bread, biscuits, cakes and pies and a larger number from every sack. Your grocer refunds your money without argument if you are not satisfied.

Russell-Miller Milling Co., Minneapolis, U. S. A.

Morse's
MILK
Chocolate Creams

ALL that a dainty confection can
be—perfect in blend, delicate
and delicious—the finest, fluff-
iest creams, firm and "snappy," coat-
ed with a specially prepared, high grade
Morse Style Milk Chocolate.

ONLY IN RED BOXES
A. G. MORSE CO., ORIGINATORS
CHICAGO

A. G. MORSE CO.
Main Office
CHICAGO

BRANCH OFFICES:

Detroit	Kansas City	Cleveland	
Denver	Buffalo	Minneapolis	Columbus
Salt Lake City	Los Angeles	Philadelphia	
Pittsburgh	Cincinnati	Seattle	
San Francisco			

DISTRIBUTING AGENCIES:

Memphis	Jacksonville	Lynchburg
Duluth	Indianapolis	

PUT YOUR FOOT DOWN ON THE OIL BILL—

It will be a stand well taken

Isn't it sheer waste of time and
money to keep pouring oil on
loose pulleys when a little thing
like ARGUTO will eliminate
the necessity for lubrication of
any sort?



“Arguto”

TRADE MARK

REG. U. S. PAT. OFF.



LOOSE PULLEY
(Patented)

One of the neatest proofs of the efficiency of
ARGUTO OILLESS BEARINGS
is that pulleys so equipped have run
2504 Days
at a stretch without attention.

ARGUTO OILLESS BEARING COMPANY
WAYNE JUNCTION, PHILADELPHIA, PA.

ROTARY

The ROTARIAN

Chesley R. Perry, Editor and Business Manager

Vol. IV

JANUARY, 1914

No. 5

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Office of Publication:
MOUNT MORRIS, ILL.

SERVICE

Chicago Office:
910 MICHIGAN AVE.

ENGINEERING
MINING

ISSUED MONTHLY

\$1.00 a year postpaid in the U. S. and its possessions; \$1.25 a year postpaid in Canada; \$1.50 a year postpaid in Great Britain and Ireland and other countries; single copies 15 cents.



A Rotarian's Prayer

REV. GEORGE DUGAN, D.D.

Member Rotary Club of Albany (N. Y.) U. S. A.

O GOD, we thank Thee for the refreshing rest of the night and for the light of a new day. Give us for the day's work such care and diligence, such a pure conscience, such sincere thoughts, such hearty love of our brethren that what we do may never be reproved in Thy sight. And forasmuch as the business of this day is apt to withdraw our hearts from Thee and our neighbor, give us grace to remember that

*“He profits most
who serves best.”*

And then, when life's journey is ended, may this be our joy and crown:

*“Well done, good
and faithful servant.”*

Amen.

The Rotarian

Official Organ of the International Association of Rotary Clubs

Vol. IV

JANUARY, 1914

No. 5

THE NEW YEAR.

In the usual conventional way "Old Man Nineteen Hundred Thirteen" has passed away and the lusty Youth, "Nineteen Hundred Fourteen" has been duly installed to fill the vacancy for twelve months. The recorder of time has cut another notch in the year post. We are all a year older and if we have been observant should be a year wiser and better. With the wisdom and experience acquired during the past year, we should be better fitted for the battles of life that lie before us.

If we have made failures, let us dissect the old year day by day, week by week and month by month, until we have determined the cause or causes which contributed to our failures, and start the new year with a firm and steadfast resolution to profit by our experiences.

Every man is, to a considerable extent, the architect and master of his own destiny. It remains with him to build well or build poorly. Those who desire to build well will start early and work hard. We have before us more than three hundred days in which to achieve something, and no day should be allowed to pass without some good accomplished or a victory gained.

We live in an age full of opportunities and promise for live, energetic and ambitious men—an age in which it is possible to be poor today and rich tomorrow. There is little excuse for failure, though occasionally a combination of circumstances may temporarily wrest from a man his control over his material welfare, but only temporarily, for if he is made from the stuff from which successful men are made, he will brace up, take a fresh grip, and demonstrate that he is master.

Under proper and systematic conditions work is healthful and invigorating and if we expect to improve mentally, morally, physically and financially, we must be constantly employed.

As Rotarians we each have a duty to perform—something to achieve, but if we enter the arena with a concrete and clear conception of our duty to each other and ourselves there can be but one result—success.

Therefore, let us start the New Year with high ideals and lofty aspirations; with a determination to make each day count for something worth while; with a faith in ourselves and our fellowmen.

F. R. J.

EXPLOITING ONE'S FRIENDS FOR A CASH CONSIDERATION.

In its December issue one of the leading business magazines has a department of "Business getting plans and service ideas which help to build up individual businesses" and the first item in the department reads as follows: "A furniture firm has increased its hold on regular customers and increased its sales by notifying its customers that five per cent of all purchases made by friends brought in by them would be credited to their accounts."

At the first glance this seems like a very harmless proposition but further consideration of the matter leads to some very interesting reflections. In some lines of business at the present time it is not only considered unethical but it has been made illegal for the recipient of a profit or commission to give any part of it to a person not an avowed agent

or salesman in the same line of business. This is true of life and fire insurance commissions in Chicago.

But putting aside any legal aspect of the case, it would seem that it is a man's right to give away anything that he has or receives if he wishes to do so. Again from the standpoint of business, why shouldn't a concern pay a commission to anyone who brings business or produces sales?

The answer is: Rotarianism.

In Rotary men come to know a great deal about the business of a fellow member. They are acquainted with his business as they are with him. There has been a high degree of confidence developed in that business from their meeting with its representative in Rotary and in the course of time they encounter someone who is seeking goods or service in that line and they recommend their brother Rotarian to that person.

From the old point of view in Rotary that recommendation was made for the benefit and profit of the brother Rotarian. From the new point of view in Rotary such recommendation is made primarily for the benefit of the intending purchaser and only incidentally for the profit of the Rotarian.

I tell my friend where he can go to get best served basing my recommendation upon my observation and experience and my knowledge which my friend has not. This is true Rotarianism. It should be true friendship among all men.

If, however, on the purchases of my friend I am to receive a commission paid either directly in cash or placed as a credit to my account, the whole relation is reversed. Then I am no longer merely a friend serving the best interests of my friend. I am a salesman for the house and my friend is my customer.

What would happen to our friendship if my friend knew that I was getting a commission when I recommended him to someone else can easily be imagined.

Rotarianism is beautiful in theory and practice.

"Commercialized Rotarianism" is something altogether different.

He profits most who serves best.

C. R. P.

LETTING OTHERS DO AS YOU WOULD HAVE THEM LET YOU DO.

The beginning of the new year is the time for making new resolutions or reaffirming old ones. What better resolution is there for Rotary clubs to adopt than one extending the privileges of membership to all visitors from other Rotary clubs, this privilege to consist merely of having access to the facilities of the club headquarters office and having the right to attend meetings of the club?

The privilege of attending meetings of the club should be exactly on the same basis as that of the members of the club. In other words, each visitor should be permitted to pay for his meal as do the members. Isn't this a good custom to establish?

If a San Diego Rotarian happens to be in Dallas or Vancouver he probably would like to attend the Dallas or Vancouver Rotary club luncheon but he wishes to go there on the same basis that he would go to the luncheon of his own club were he at home in San Diego. There he would pay for his own luncheon. When he is away from home he wants to maintain his self-respect and not feel that he is being fed at the expense of the club which he visits.

If the visiting Rotarian could walk in to any Rotary club luncheon on the same basis that he would attend his own club there probably would be more visiting of Rotary clubs than there is now. This does not mean that an individual who has as his guest an out of town Rotarian shall not pay for his dinner. Such is always the privilege of the individual. It does mean that neither the club president or secretary nor the club itself shall have to pay for the luncheon or dinner of the visitor who walks in on them unexpectedly. Of course, if a man, be he a Rotarian or not, has been invited to come and address the club the club will of course pay for his meal.

The Rotary club luncheons and dinners are held at public hotels and restaurants. Visitors from other cities are desired. Let the welcome to the visiting Rotarian be most cordial. Give him a hearty hand-shake and a seat of honor but do not embarrass him by insisting upon paying for his meal.

C. R. P.



Ich Dien—"I Serve!"

BY CHARLES H. MACKINTOSH.
(Member Rotary Club of Duluth)

The Black Prince rode o'er Crecy's field,
His stallion stamping down the dead
'Neath brazen hoofs, while overhead
The startled vultures watched and wheeled.

On either hand his nobles ride
And here and there direct his glance
To where the ICHABOD of France
Lies written on the countryside.

And here a knight of noble birth,
With broken blade and shattered casque,
Rests from his stern and bloody task
Upon the breast of Mother Earth.

And there a mighty baron sleeps,
A flourish on whose silver horn
Had summoned to him yestermorn
The vassals of a hundred keeps!

And now the Prince with sudden rein
Has checked his charger in a breath,
For, in th' democracy of Death,
A KING lies sleeping with the slain!

Encircled by a ring of dead—
Despite his age and sightless eyes
He proved his kingship otherwise
Than through the circlet on his head!

The seekers find the monarch's shield,
So blood-bestained that scarce is seen
The simple motto of "ICH DIEN,"
The triple plumes on azure field.

Whereby they know Bohemia's lord,
The valiant Warrior-Statesman-King.
—Now swiftly to their Prince they bring
His fallen banner and his sword.

Lightly the victor voids his steed
And, stooping o'er the dead, he cries
"Happy that Prince who lives and dies
Within the Law of such a creed!"

He laid the sword beside the dead,
The banner o'er the broken breast;
But took the simple shield and crest
To bear—and live—them in his stead.

He served his country with the sword
As never Prince had served before;
(For these were times of bloody war)
And found in Service his reward.

Nigh half a hundred of his line
Have borne it since in camp and court,
And some have made it less than nought
While some have held it half divine.

And now WE claim it for our own,
Who follow in the Master's train
And know he does not serve in vain
Who serveth not himself alone.

We too may Serve, but not in strife
As in those days of fierce unrest;
Today he loves and labors best
Who serves us to the Joy of Life!

So we, who follow on the time
When men have grown of milder mien
Still write across our hearts "ICH DIEN!"
And know that Service is sublime!



The Factors of Management and Employes in Building Up an Effective Business Organization.

By J.F. DOUGLAS.



The company described in this article is represented in the Seattle Rotary Club not only by Mr. Douglas but also by Messrs. E. M. Kennard and E. H. Sennott, both department heads. Two of the buildings of this enterprising concern are represented in the illustrations of the article. They

now have eight buildings similar to these and are beginning the erection of the ninth. Mr. Douglas' article contains food for thought, not only on the part of those engaged in the same line of business, but for business men in general who have a large number of employes to handle.

NO LARGE business as a rule can succeed without organization. Occasionally a line of business is so profitable that even a bad organization can secure a certain amount of success. A well-rounded organization in such a business, however, would get much better results.

American bankers and credit agencies now place great stress on organization. A man who is careless in answering his correspondence and in attending to his business duties gets a poor rating and a poor line of credit. A well organized and well conducted business, though lacking capital, can often get a good report and a good line of credit. The following example is one instance of what may happen to a poorly organized business:

A large manufacturer in the eastern portion of the U. S. applied for a loan at a local bank. The president of the bank and a credit man went out to the plant for the purpose of looking it over before passing on the loan. They found the president of the organization in the basement, perspiring very hard and covered with dirt, working terrifically at some work that any ordinary workman could have done. There was no one in authority in the office to meet the bank officials when they arrived. They decided without much hesitation that the business was so poorly organized that they could not extend a line of credit. This manufacturer failed. The banker told me this man failed not because of lack of knowledge of the business, nor because of lack of energy or willingness to work, but because he was unable to organize his business and get the best results from it.

I can best illustrate the development of an organization by giving a short history of the development of the Metropolitan Build-



WHITE BUILDING, SEATTLE.

ing Company of Seattle, an institution having at the present time about one hundred employees.

When we took over the lease of the University tract in 1907, I became manager of the company. At that time the company got possession of the Post Intelligencer building. We had one man in the office. We had one janitor and two elevator boys. A little later, when we started construction of the White building, we took on a girl in the office and the man in the office became the rental man of the company, devoting his time to the renting of the space in the White building.

When the White building got under way we began to plan for the operation of the building, and consequently we took on an additional man who devoted himself to getting a force to operate the building. It takes about 20 employees to operate a building such as the White building. These employees consist of janitors, window washers, elevator boys, electricians, maintenance men, etc.

When we got a second building under way we found it was necessary to give more attention to the renting of the buildings, because in addition to renting new space we had space in the buildings that were already rented that was vacated from time to time. We needed more than one man in the rental department. We accordingly placed a man in charge of the rental office, whom we called

the "rental manager." This branch of the organization then became complete—a rental department consisting of a rental manager, with one or more rental men, just as the occasion required.

In the beginning the "operating manager" looked after the placing of insurance, collection of rentals, checking of bills on new construction, and in fact practically all matters outside of the renting of space. It soon became apparent to us that the operation of buildings and collection of rentals should be divorced, consequently we gradually added a third department, which may be called the "financial department."

In other words, we grew into an organization consisting of—

1. The rental department, organized for the renting of space.

2. The operating department, organized for the purpose of selecting and superintending employes that have to do with the operation of the buildings.

3. The financial department, that has the collection of rentals, placing of insurance and paying out of moneys.

Some thought has of course been spent upon the question of organization, but our organization has been more or less of a gradual development shaped to meet the necessities of the case. The organization of companies, must, of course, differ according to the needs of the business. In the main, however, they are much the same.

Our rental organization is analogous to the selling organizations of most commercial companies; our operating organization is somewhat similar to the operating organization of any concern that has a plant; our financial organization is like the office organization in most companies that have to do with the sending out of statements, collection of bills, payment of moneys, placing of insurance and other work of a financial nature.

In theory at least the proper way to build up an organization is to select the proper head for each department and to allow the head of each department full sway in the selection of employes in his particular department. If the head of the department has full power to select his employes he can be held absolutely responsible for the work of that department.

In actual practice there are many times when you have to deviate from this theory. Nearly every employe or head of a department has some good qualities and has cer-

tain other qualities that are not commendable. It is pretty hard to find an all-round man. You have to weigh the man and then decide whether the qualities that are commendable outweigh those that are not.

Assuming that the heads of departments are competent to choose the employes in their own particular departments, the attention of the manager of the concern, so far as the selection of employes is concerned, can be centered on securing the proper heads of departments. Frequently the head of a department may be a very good all-round man in most respects but his judgment in reference to employes is not good. Personal friendship may control. In such cases it is necessary for the manager to co-operate with him more or less in selecting his employes.

Sometimes it is apparent to a manager of a company that one department of his organization needs strengthening. He makes various suggestions along this line, but gets no results. It is then up to him to decide whether or not it is best to get rid of the head of the department or to inject a new man into that particular department. It is sometimes a hard question to decide, but if a department is not getting satisfactory results there are only two things to do, one is to get rid of the head of the department, and the other is to put new blood into the department.

Most large companies are suffering from the fact that the manager does not occasionally weed out the head of a department. The manager of the company is close to his heads of departments, and it is like cutting off an arm to let one of them out. In every company, however, the manager should occasionally look over the heads of departments and pick out the weakest head and then, no matter what the cost, get rid of this particular lieutenant, and start off with a new one. All discipline is lost where the heads of departments are allowed to go along in a rut year after year. If occasionally a man who is not getting top notch results is dropped from the organization the discipline is likely to have very beneficial results.

In most organizations every officer and employe has his hands full of detail and has very little time to get off on the side lines to take a general view of the business. If I may be pardoned for again mentioning the Metropolitan Building Company, I will say that it has been the policy of our company from the time of its organization to date, to give our men an opportunity of seeing

what the other fellow is doing. I have made frequent trips around the country and I think perhaps I have walked as much as a hundred miles through office-buildings, sizing up what the other fellow has been doing. Two of our rental men have been sent on trips through the east to make similar surveys. Our operating manager has made three trips to different points in the east for the purpose of gaining what information he could about the operation of buildings in cities outside of Seattle. On each of these occasions he has attended the National Convention of Building Owners and Managers, where he came into contact with the liveliest building managers in the country. We believe that this policy of getting on the outside for awhile and "seeing ourselves as others see us" has had a good effect on our organization.

For some time also we have pursued the policy of having a monthly meeting of all the heads of departments and of the employes who have to do with the expenditure of money. All the men who are called into the conferences are taken into our fullest confidence and we explain just what the management is aiming at, and we ask their co-operation in our policy. If there is anything the matter with the policy that has been adopted every man who comes to the conference feels free to criticise it. I believe



COBB BUILDING, SEATTLE.

we have never had a conference that we have not developed at least one idea of some merit. This policy of frequent meetings of heads of departments is now a well settled one in well organized corporations and tends to secure good team work.

It is hard to lay down any general rule for the selection of employes. In our office we keep a list of persons who are available for different positions. In the event of a vacancy we look over this list and if we are unable to find any satisfactory applicant for the vacancy we endeavor to get in touch with some other person who will fill the particular position. At the best there are only a certain number of people available for a position, and the best you can do is to pick out the person you think is the most competent out of those who are available. Very frequently it is necessary to take what you believe from the beginning will be an unsatisfactory employe. If the employe turns out to be unsatisfactory there is nothing to do but to start all over again and endeavor to replace him with one who does prove satisfactory.

Assuming that a fairly satisfactory organization has been built up, there are many things that tend to cement an organization and to make it run smoothly. Employers should at all times treat their employes courteously. They should take an interest in their welfare. They should see that they are doing their work under the most favorable conditions. As far as practicable they should make the days short and should take advantage of holidays and rest days whenever possible. Every employe who is regularly employed is entitled to some play time during the year on salary. An employe without frequent rests gets into a rut. Frequent rests and changes keep the mind fresh and receptive to ideas. The employer should co-operate with the employe for the purpose of advancing the interests of the employe. If the employer knows anything of interest to the employe, such as a better position that may be offered, or knows of any investment in connection with the enterprise that would be of interest to the employe, it is his duty to make known such an opportunity. The employe will work more cheerfully and be less likely to be scouting around for a position if he feels that the employer is not putting anything in his way toward the securing of a better position. Each individual is entitled to the best opportunity to use his talents and no

employer should do anything that in any way will restrict the opportunities of his employes.

There is a limit beyond which the wages in an organization cannot go, but wages should be pushed up as far as practicable. It is poor economy in any business to endeavor to get employes for low wages. Good wages with a large output per employe should be the rule.

I am a great believer in co-operation and profit-sharing. I have read the reports of many companies that have adopted profit-sharing plans. According to these reports the profit-sharing schemes work out to the advantage of both the employer and the employe. It is very difficult, however, to work out a satisfactory profit-sharing plan. The profit-sharing plan that brings no profit to the employe does not appeal to him; on the other hand, any suggestion that might keep down the earnings of the company does not appeal to the board of directors. My idea of a profit-sharing plan is that reasonable wages should be paid to all employes and a reasonable return should be paid to the company for the money invested; after such a return the employes should get a fair share in any surplus. In my opinion a proper profit-sharing plan will not cost any corporation any real money. It is human nature for an individual to work just a little harder and to be a little more careful where he knows the work or the care will directly affect his own pocket-book. In most organizations salaries soon reach a point where it is impossible to make any further advance. With the profit-sharing plan employes do not expect a constant raise of salary but they endeavor to enhance their salaries by increasing profits.

To sum up the whole matter: In order to build up an effective business organization the general manager should select his own heads of departments. The heads of departments should select their own employes. Practical considerations make it necessary to vary occasionally from these rules. Employes should have courteous and considerate treatment from the employer. The employer should co-operate in every way that is possible to advance the interests of the employe.

A business well organized is on a fair way to success.

Where the employer or the manager and his employes are doing good team work, the end is nearly certain to be "good results."

What a Rotarian Should Read

By David C. Farrar

President of the Farrar Advertising Co. and Member of the Pittsburgh Rotary Club

It might seem as though Rotarians were brainy enough to know how to select their reading matter but in this article the chairman of our publication committee has given all of us something to reflect upon.—C. R. P.

THIS is an article of protest.

It is also an article of suggestion. What it attempts to destroy it also attempts to replace with something better. Therefore, it is Rotarian in spirit.

I shall not use space here to dwell on the relation of printing to civilization. Every thinking man realizes that the dissemination of printed matter has been the greatest force for social and political betterment the world has ever felt.

Let us look at conditions in this present day. The volume of printed matter turned loose on the public is increasing every year at an almost unbelievable rate. America is the greatest nation of readers in the world, its per capita volume of printing probably exceeding that of any two or three European countries.

The printing and publishing industry exceeds in size many of those industries which we are wont to class as of greatest importance in our national business. I have forgotten just where it stands in the list, but it is very near the top. This tremendous force is being expended that we, the people, may better our condition by the acquisition of knowledge. And we, the people, consume all that is published and demand more.

When printing processes were primitive and literary ability was scarce, only the best



DAVID C. FARRAR.

was published and distributed. But today we have a newspaper in every hamlet. In our great publishing centers, magazines by the score are produced for national consumption. We have so-called popular monthlies and weeklies without number, we have journals for every trade and profession, and we have books—so many books that every department store devotes a large space to their display. The average individual is left to his own discretion in selecting from this vast conglomeration of printed things.

And here is where I begin my protest.

There is little of real service in the greater portion of our national literature. It does

not serve the people. Behind every magazine, weekly paper or newspaper is a motive. That motive is a perfectly legitimate one—profit. The profit is derived not from the subscription price but from the advertising. The periodical publisher has completely reversed conditions in the last thirty years. To him the advertising is now of first importance and the real meat of the publication—the part we pay for—assumes secondary attention. Here is the result of this condition: To make the advertising space pay the advertiser, the periodical must have circulation. To gain circulation it must contain attractive and alluring text matter.

To attract and allure the greatest number of readers, the modern periodical *follows the line of least resistance*. And there is where our literature falls short. The publisher says, "Give the people what they want." Giving the people what they want will not stand the Rotary test. For this is no more real service than a physician's giving his patients what they want. Time was when publishers had a deeper realization of their obligation to their readers—when they really tried to give them what they needed. Today such publishers find their periodicals waning in popular favor.

In human nature the line of least resistance leads downward. It is easier to descend than to climb. It is easier to swing in your hammock and read "light" literature than it is to read an article that will enable you to get more out of this life.

As the makers of fashion dominate the women of our country to a point where they have absolutely no say of their own, so have the makers of our reading matter almost succeeded in dominating both the women and the men.

Do we read what we have determined is the best and the most helpful? Usually not. We read what happens to be on the library table. What lies on *your* library table at this moment? If you are the average man your table contains about three monthly magazines, a weekly or two, a couple of newspapers and several books of latest fiction. Analyze the contents of the monthlies and weeklies. What have you got? Three-fourths fiction and one-fourth devoted to national politics, the drama, travel and miscellaneous topics. *The bulk of the reading among the people of this country is fiction.*

Is such a general reading of fiction good for the average person? Many will say that a short story is a mental stimulant to the tired business man. I grant that a good short story to a jaded soul is helpful. And I certainly don't want to be understood as being one of those unromantic individuals

who have no time for an entertaining tale, well told.

But do we want ice cream and cake for our entire meal? Do we expect to live on dessert and banish the harder foods? That is exactly what our publishers would have us do. They cram stories down our throats at every opportunity. They dish them up in such alluring fashion that we fall before the temptation. We start in at eight in the evening and at eleven we are loath to leave Gwen-dolyn and Harold un-

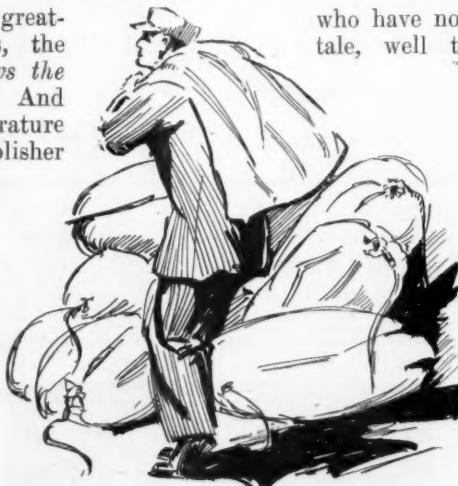
til next day.

When you have finished the *average* short story what have you absorbed of permanent value? Absolutely nothing. You have been entertained for an hour. *You have followed the line of least resistance.*

Newspaper reading, as most men pursue it, is to my way of thinking almost criminal. Perhaps you will think me a fanatic on this subject. Perhaps my view is too extreme. However, I am well satisfied with my method, and in each of the years I have pursued it I have gotten more real good out of life than in any two years before.

There is one thing I possess in this world that I am intensely selfish about. That is my time. I would guard it as I would my funds. I would avoid the man or book that cheats me out of a piece of my life, as I would avoid a thief. Seventy years have been allotted to you and me. And we have consumed half of them already. Time is practically all we have here. Life is leased to us only for this short period. There's an expiration clause in that lease that neither you nor I can dodge.

Am I going to consume this precious time, this very essence of life, in reading the newspaper account of how Nedritz Hdzpritz, the crazed fiend, murdered Marie Syrichesky and dragged her dead body to the canal? Not if I know myself. Am I going to read all the details of the burglarizing of a family in the East End whom I have never heard of? Not if I have the slightest conception of the value of my time. Am I going to



"THE VOLUME OF PRINTED MATTER TURNED LOOSE ON THE PUBLIC IS INCREASING EVERY YEAR."

get the full story of Herman Schwartz's elopement with Minnie Krausmeyer? Not unless Herman or Minnie happens to be a friend of mine.

Yet it is a fact that thousands of serious-minded men and women read this debris of a big city's daily news as if their very lives depended upon it. Thirty minutes after the paper is cast aside, not one-tenth of this useless trash remains in the mind. This is fortunate, but why devote that time to such an unproductive pursuit?

The majority of the people in this world are not intellectually inclined. Their lives are primitive. They work, eat, sleep. God knows they have their troubles. And they need diversion from them. Reading is a diversion to some. To others it offers no relief, no comfort. But to those who have been blessed with a fair amount of education, whose path leads them among the higher ideals in life, reading should be one of the most important and pleasant duties to be performed.

It is a great privilege to live. It is a greater privilege to live now. It is a great privilege to have health and energy to do the things that bring us the greatest good. It is a great privilege to have an education, to have eyes with which to read. It is a glorious privilege to have access to the great world of literature that past ages have handed down to us, to know that the world's great-

"THE LINE
OF LEAST
RESISTANCE
LEADS
DOWN-
WARD."



"IT IS
EASIER TO
DESCEND
THAN TO
CLIMB."

est thinkers and workers for our benefit have put their knowledge into books that we can buy for a pittance or get from a free library.

But do we enlightened folks who are so well satisfied with our position, our accomplishments and our knowledge, do we appreciate these privileges? Do we take advantage of them? Most of us pass by this wonderful storehouse of knowledge and dawdle along through life, reading newspaper scandal and the season's best sellers.

If at home and on the cars you spend two hours a day on murders, suicides, wrecks, accidents and worthless stories, you will have consumed just four years from the time you were twenty until you have reached the three score and ten mark. The business man uses eight hours for sleep, four for eating, dressing and traveling to and from work, and eight for business, leaving four hours for leisure. In these four hours he relaxes long enough to really live. If two of these hours are spent in unprofitable reading, he is throwing away just half of the real cream of life.

Can you afford it, Mr. Earnest Hard-Working Rotarian Business Man, you who have so much to live for, you to whom the world looks so good and so well worth while? Can you afford to let the magazine, newspaper and popular novel publishers dictate as to how one-half of your leisure hours, from now until you die, shall be spent?

Life is fearfully short. Yet we are just

beginning to live, just getting the hang of things. There is so much, so very much, for you and me to do before we pass on. Don't let us forget that life is just made up of days, ordinary humdrum days, some wet and disagreeable, some bright and sunny, some filled with pain, some with laughter. Don't let us forget that each day is a perfectly good day, that we can make of it largely what we will. Don't let us forget that what we do for our own good and the world's good during each separate, distinct day is what counts, and all that counts.

Let us Rotarians who stand for service to the world realize that by extracting from our life, our days, the maximum of knowledge, of thought-breadth and of solid world-truth, we fit ourselves for greater service.

We were placed here to serve. Great tools have been laid before us to accomplish this service. The greatest of these tools is knowledge. It is the tool that every great man from history's beginning to the present day has plied. This is the day of mentality. The day of physical force has passed, never to be needed again. We men of this great age of opportunity must *think* out our part of the world's problem. To think scientifically, we must employ the thoughts of other men who have wrestled with and solved the world's past problems. And these thoughts are all stored away in books. They are the tool, knowledge.

I said this was an article of protest. To you Rotarians I urge in each single mind a constant protest against the waste of your hours, more precious than diamonds, in useless, silly reading. I ask you to join with me in daily living this protest by refusing to eat out of a spoon the claptrap that is ladled out to us under the guise of popular fiction and news. I ask you to calmly sit back, survey your life and your prospects, and decide for yourself whether your days are to be frittered away on such stuff or whether your particular life is worthy of a nobler and a more serious purpose.

If you decide that for you life is a climb to things higher,

rather than an easy coast down hill, if you feel that you were intended to be a seeker of truth instead of a story monger or a sensation scavenger, you will introduce scientific management into your reading.

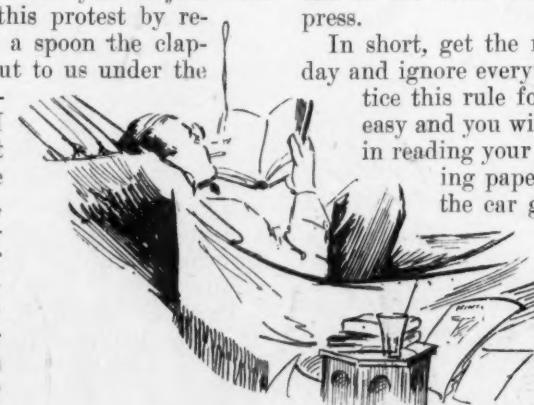
I also said this was an article of suggestion. In the first place, don't think for a moment that I am posing as an authority on what to read. And please don't think that I am a book worm or that I profess to have any scholarly attainments. I am not a high-brow nor do I assume that you are. Both of us are business men. The protest is from a business man's standpoint. Likewise these suggestions.

Begin your reading reform with the newspaper. Read only one paper a day. Make up your mind to read the average issue in twenty minutes. It will take will power at first to pass up the juicy scandals, the sensational murders and the "human interest" features. Be a headline reader. Scan each heading. Make a swift mental appraisement of the article's value to you. Be just as selfish as you can be. If there is nothing indicated in the heading that will add to your fund of vital information, don't read the article. If it relates to persons of whom you know nothing and is of no particular interest to you, pass it by. If it is about a wreck, read the list of dead and injured only. The harrowing details are familiar to us all. Fight shy of murders and suicides. They should be published I believe, but it is for the moral lesson only and a reading of the details is unhealthy. Read political news. But let it be more of national politics and less of the usual mud-slinging of the daily press.

In short, get the real serious news of the day and ignore everything else. If you practice this rule for a week it will become easy and you will feel a new satisfaction in reading your paper. I read the evening paper only, and I read it on the car going home. Street car

reading is condemned by many physicians, but if your eyes are good, and the car is well lighted, and you limit your reading to fifteen or twenty minutes, it shouldn't harm you.

Street car riding is wasted time to many



"IT IS EASIER TO SWING IN YOUR HAMMOCK AND READ LIGHT LITERATURE THAN IT IS TO READ AN ARTICLE THAT WILL ENABLE YOU TO GET MORE OUT OF LIFE."

men. They sit and stare at their fellow passengers, who are equally empty handed and empty minded. Why not use this time for reading? In my business I subscribe to fourteen trade papers. I read these on the car going to work, thus keeping abreast of the times in my line without taking any time from my working hours or my home hours. I know men who would be ashamed to read a book on the train or car. They think it looks "sissyfied" to the man across the aisle. I want to know who's living this life of mine? Am I, or is the vacant-eyed individual across the car? What do I care for his opinion? This is "me" over on this side, and I'm running my own program, thank you. And furthermore, what looks like a dry old book to him is probably giving me as much pleasure as a three-ring circus.

Going back to the newspapers for a moment: If Rotarians by the thousands, and other good citizens, frown on the indiscriminate mass of worthless news published today and continue to discourage it, the effect will gradually be felt by the publishers. It is our duty to discourage the demoralizing tendency of the modern daily.

Some day, one of our multi-millionaires will see a great light. In seeking an outlet for his surplus wealth that will do the masses a greater service than free libraries he will endow a great, fearless, truthful newspaper, a paper that will really serve, a paper that will give the people what they need, rather than what they want, and give it to them in attractive style. Such a paper can be made a success, and when it comes to pass, as it surely will, the press of our country will start upon a period of reformation, long delayed but inevitable.

Every man should subscribe to some na-

tional periodical that gives a general review of national and world affairs in more or less tabloid form. And he should consider the reading of his business trade papers as a duty. As to other magazine reading, every one has his own peculiar interests and I shall offer no suggestion here, except that you seriously consider whether or not the usual magazine short story or serial pays you for your time. Now I don't mean to exclude this class of fiction entirely, by any means, but my experience is that the majority of magazine short stories are a disappointment. They aren't worth the reading to a busy man.

As to modern books of fiction, it is hard to draw the line. Every Christmas I receive a "popular" novel or two. I seldom read them for I can't find time and I am not a particle grieved that I can't.

Every year there are, of course, a number of really good novels written—books that teach something as well as entertain. If you know what these books are and have time, by all means read them. But the ones with the gilded and colored paper wrappers—not for the man

who has a life to live and work to do.

I know a man who boasts that he reads a complete novel from the library every day and two on Sundays. His wife told me that she simply couldn't get a bit of conversation out of him after dinner. To me this would appear to be a mild and harmless form of insanity. Reading of this variety is like excessive drinking. It stimulates for the passing moment but leaves an insatiable void that must be again stimulated with more of the same stuff.

In almost every man's library are dozens of splendid books that he has intended for years to read. Yet the years go by and they



"THOUSANDS OF SERIOUS-MINDED MEN AND WOMEN READ THE DEBRIS OF A BIG CITY'S DAILY NEWS AS IF THEIR VERY LIVES DEPENDED ON IT."

remain untouched. By eliminating all worthless reading you will soon be in a position to take up these worth-while books. And what a world of enjoyment you will find in these master minds. Perhaps you rather shy at some of them because they appear heavy. You shouldn't, because you're just enough of a heavyweight yourself to enjoy them. Some men say, "I haven't any use for that high-brow stuff." Don't you believe it, dear brother. You'll find lots of this "high-brow stuff" a great deal more interesting than much of the popular "heart throbs" published today. The reading of Emerson's essays, for instance, seems to most people a very serious undertaking. But once you get into them there is a certain challenge thrown out to your sense of penetration that exhilarates. And, by the way, Emerson was a great Rotarian. It was he who uttered what I believe to be one of the finest Rotarian sentiments ever spoken—"To have a friend, be a friend." You'll find his essay on "Compensation" as fine a Rotary text-book as will ever be published.

How many have read much Dickens? What a store of humanity study you are missing if you haven't read these engrossing tales. Shakespeare we hear mentioned every day and seldom pick up. But once we start, we find ourselves loath to quit. And so I might go on through dozens of classics, each one of which you owe it to yourself to read.

These books are classics. What is a classic? A work that endures. Why does it en-

dure through generations? Because it possesses qualities that are of real value to mankind—be it fiction, science or philosophy. There are books being written now that will some day be classics. Many of them are stories too. Our age has many wonderful thinkers and writers who are trying to get your ear amid the clamor of the "populists." The good reading is not all from the past, by any means.

Read these books from selfish motives. Read them because they will help you to know the world, to know life, to know your fellow man. *Read them because they will help you in your business.*

So I say in conclusion, be a reader, not for the tickling of your palate but for the feeding of your mind. Be a reader with a purpose, and don't let your scoffing friends lead you from it. Should a young lady, at a reception, ask you if you have read Robert W. Chandler's corking new serial, illustrated by Howard Chambers Gibson, and you have not, tell her so, fearlessly and unblushingly.

Be discriminating. It will require an effort. But learn to discard the merely entertaining type of story. From a literary standpoint many of these books are splendidly written. But they contain little of real worth to the busy man with a great big, useful, overcrowded life before him.

Life is accomplishment. Larger accomplishment comes only through knowledge. To live the big, full life, seek knowledge. Seek it after your own peculiar bent, but be sure it is knowledge.

ROTARY is an organization of business men. Here ends the intimate relation of Rotary and business. It is not a field for increased trade, an opportunity for lucrative acquaintance, an introduction to possible clients nor an inside track in the competition of industry. It is not, directly, a political, commercial or religious influence. It is not a chamber of commerce nor a society of arts and sciences. It is not any of these but it is better than all of these, because it is the essence of all and the substance of none.

Rotary is mental, not material, Rotary is cosmopolitan, because true welfare must be cosmopolitan. Rotary is balanced by limitations because greatest progress is balanced progress. Welfare and progression are only the results of ideas and ideals persistently advanced, exhaustively discussed and courageously matured. Rotary is the incubator and battle-ground of ideas, the bulwark of ideals. It is the balanced cosmopolitan consensus of progressive opinion. Its spirit of welfare is rather altruistic than self-contained. Its only selfishness is the benefit of its atmosphere. Its only egotism is the estimate of its membership. Its only commercialism is the trading in ideals.—IRVING N. HAUGHTON (Toledo Rotary Club).

Old Warship Furnishes Rotary with Gavel

By Charles A. Woodward

At a recent meeting of the San Francisco Rotary Club, the author of this article presented to International President Greiner a gavel, made from the timber of a famous warship and rich in historical romance. So sentimental was the gift and so romantic the story of its inception that we are printing herewith the presentation speech of the donor.

I ESTEEM it a high honor to be invited to meet and talk to so large and respectable a body of the business men of this magnificent city, and I regret my inability to measure up to the standard required to meet the expectations of the occasion. But as the Great Apostle said: "For as much as in me lieth, I am ready, etc."

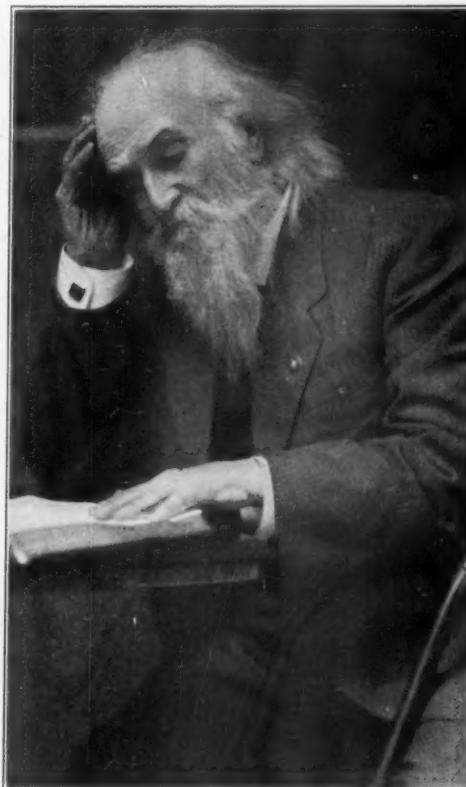
When I was a young man (and that is going back into ancient history somewhat I confess—for only yesterday I passed the ninety-first milestone in my journey down the western slope of a century) I attended a Fourth of July celebration, restricted in attendance to the young folks of the village and neighborhood. A young man fresh from college was selected to deliver the oration, and relying on his education and college training, he essayed to make an extemporaneous address. On the day of the celebration he came to the front with great confidence and high hopes of a glorious achievement, but he soon ran against a snag—words kept slipping out of his memory and he could not recall them, and after several starts and stops and backing and filling, he finally very nervously reached into his pocket, drew out a manuscript and proceeded to read a very well-written Fourth of July oration.

Not to be caught in the same trap, you see I have fortified myself and forestalled any possibilities of such a break by pulling my manuscript on you at the start. For the old nursery rhyme that I learned in childhood holds good in my case today:

*"You'd scarce expect one of my age
To speak in public on the stage."*

But gentlemen, the object that has called me here today is to deliver to your president a gavel—he receiving it in the name of your International President—Mr. Russell F. Greiner. And to that point, I shall try to lead up by easy stages.

On the waters of Massachusetts Bay, in the harbor of Boston, an old ship lies at anchor. As an old man, after the toils and struggles of a long and busy life, sits in the shadow of his home paying little heed to the busy whirl of the younger world about him, so the old ship, after a strenuous and stormy life of over a century, is quietly resting on the peaceful bosom of the waters that first sent her forth on her glorious career—seemingly enjoying the rest to which her long and brilliant services entitle her, calmly watching as it were, the strife and struggle and the wild mad rush of the busy, restless world around her.



Charles A. Woodward, of San Francisco, great uncle of Russell F. Greiner, who presented to the International Association of Rotary Clubs a gavel made from the figure-head of the U. S. warship, Constitution. Mr. Woodward, who is 91 years of age, can claim the distinction of being the oldest Rotarian in the world, being an honorary member of the San Francisco club.

But the old ship has a history—a proud history that few if any vessels afloat can boast of. Her keel was laid in the Boston ship yard in 1797 and she was sent down her ways when finished, christened "Constitution." For the first fifteen years of her life she was engaged in the peaceful pursuits of trade and commerce. But the war with England coming on in 1812, she was converted into a warship and sent to do battle for certain rights claimed by us and disputed by Great Britain.

Right here, let me digress a little to set myself right with any who might take exception to what I am about to say. I understand your organization to be international and as such, you have members in England and Canada and other countries claiming allegiance to the British crown. It is possible and even very probable that there may be some such present with us today. If so, I want to say to them that I am talking of a time in the remote past when we were enemies, hating each other and doing all we could to hurt and destroy each other, and not of the present, when we are friends and unite in fraternal union and with arm linked in arm, all join in that glad song whose happy refrain is: "Hands Across the Sea."

And I know that they will readily excuse a little garrulity and boasting on the part of an old soldier who fought through the bitter and bloody Civil War, and can hardly restrain himself from throwing his hat in the air and giving a whoop and a yell at the first sight of Old Glory floating in the breezes. I feel proud as an American citizen to stand here and recount the glories and the triumphs of that grand old ship.

On the twelfth of July, 1812, the Constitution sailed out of Boston harbor and began her immortal fight for free trade and sailors' rights. In the Bay of Fundy near the coast of Nova Scotia—the land immortalized by Longfellow in his beautiful and pathetic story of "Evangeline"—she began her work by capturing several British vessels, and shortly afterwards just off the coast of Newfoundland she met the famous British worship, Guerriere, and after a long and bitter fight compelled her to haul down her colors and surrender. Her next fight was with the Java off the coast of Brazil in December, 1812. She soon pounded the Java to a helpless mass and after taking her officers and crew abroad, blew up what remained of her and sent her to the bottom.

After that fight she sailed back to Boston with the news of her victories, and in view

of the fact that she had been able to resist all shot and shell that had been hurled against her, she was christened anew as "Old Ironsides"—(a name made famous in story and song by Oliver Wendell Holmes), by which appellation she is much better known to the present generation than by her first baptismal name.

After a few repairs (note if you please, "a few repairs"), for like the gladiator or prize fighter "though slightly disfigured she was still in the ring"—after a few repairs "Old Ironsides" sailed for the Barbados where she met two British vessels, the Cyane and the Levant and engaged both in a brisk fight, but soon compelled them to strike their colors and surrender, and she sailed into port with both prizes in tow. Happily, that was the old sea dog's last fight, for upon coming into port, she learned that peace had already been made between the belligerent parties, and that the bright-winged dove with the olive branch was liberated to hover over us all to this day. May God in His infinite goodness and mercy grant that not one feather shall ever be plucked from her wings!

Other and more up-to-date vessels coming into the service and steam power being introduced, the old ship like others, found her "occupation gone." With a small crew abroad to prevent her from being despoiled by tourists and curio hunters, she lay there in Boston harbor, rising and sinking with the ebb and flow of the ever-restless tides, until she had almost been forgotten.

A few years ago, when Mr. Boneparte was secretary of the navy, he recommended in one of his annual reports that the old ship be towed out into deep water and anchored there, to serve as a target in the gun practice of our modern men of war, until she should sink to the bottom where the troubled waves should sing a sad requiem over her forever. But Mr. Boneparte was "reckoning without his host," and he soon heard from the people of Boston, and from the state of Massachusetts, and from all over the country wherever the school children had read Holmes' immortal tribute to the glorious old fighter. The ears of Congress were made to tingle with the universal outcry that was raised against the proposed sacrilege. The protest was heeded, and an appropriation was made to put the old ship in good repair. And here, gentlemen, is where your humble servant and the gavel which I am about to deliver to your president come into the story.

I was living in Boston at the time and

often strolled down into the Navy yards to pass a few hours of the time that otherwise might hang rather heavy on my hands. In my rambles around the yard, I frequently visited the old ship until I had gotten pretty well acquainted with the officers and crew aboard of her.

When they began the repairs I went aboard and asked for a piece of the timber taken out of her that I could keep as a souvenir of "Old Ironsides." It so happened that just as that time the workmen were taking a piece from her figurehead that was partially decayed, and they kindly gave it to me, and deciding at once what disposition to make of the piece, I carried it to a turner and had it made into gavels to present to different lodges and societies to which I belonged, and also to a few personal and very dear friends, keeping this last one for myself and waiting for an opportunity to place it where it could still do good service and where it would be honored and respected.

A few weeks ago I received a copy of *THE ROTARIAN*, sent me by my greatly beloved grand nephew, Mr. Russell F. Greiner, whom I was proud to learn your organization, sitting in International Convention at Buffalo, New York, had honored by electing president. And gentlemen, I feel that the honor conferred on him is so far reaching that it touches even me, and though like the moon a good ways from the source of light, I may shine somewhat even with a borrowed lustre. And by the way—looking at his photo as it appears on the front page of the magazine (and I assure you it is as perfect an image as if re-

flected from a mirror) does it not strike you that he is rather a handsome boy? And here again I am proud to remind you that he is a *close relative of mine*.

On reading the address of President Mead, then the presiding officer, I found him complaining seriously of the want of that great emblem of authority, the Gavel. Something whispered to me at once, "Here's your opportunity." I seized upon it and wrote my nephew that I had the one thing needed to complete the sovereignty of the presiding officer—a gavel—and I would send it to him if he wished it. Instead however, he communicated with your president here and suggested that he should accept the gavel in his name and in the name of the International Association of Rotarians, and I am here today in accordance with that wish of your International President.

And now, sir, into your hands as the chosen representative of your International President and of the International Association of Rotarians, I commit this gavel, feeling sure that it will ever be held in highest esteem and be honored, respected, and obeyed by all good Rotarians.

And to the members of the order individually, and to the order collectively, I would like to suggest that a great lesson may be drawn from the history of the grand old ship from whose breast this block was taken. Like her, with ensign nailed to the mast head, go forth to conquer and to conquest, ready to meet all comers in fair fight, give quarter when asked for, but never surrender or strike your colors to anything short of Omnipotence.

SIX SHORT months and a few days and another convention of Rotarians will be called to order in Houston. No one who can possibly get there should miss the Houston 1914 convention. Hundreds of big-hearted, broad-minded, brainy men are preparing to make this convention a success. There are at work committees to arrange the general program and the programs of the several departments, sections and round-tables, committees to provide generous entertainment and committees to investigate, study and report upon the various subjects and experiences that go to make up Rotarianism. There are some mighty important matters to come up at Houston and every Rotarian who has the welfare of his local club at heart should be at the convention to help settle these matters.

1914

One Rotarian's Wish for his Brothers

If I were to choose an offering to my brother Rotarians at this season of gift and greeting, do you know what it would be?

*

It would not be riches, nor love, nor gems, nor material things of beauty; it would not be happiness, nor contentment, nor success, nor those powers of mind that mark the superior individual; it would not be rank, nor prestige, nor social influence; neither would it be friendship—that rare gift of comrade making and keeping; nor the adoration or esteem of your fellows, nor the joys of parenthood, nor the priceless treasures of the family altar; nor would I endow you with force of character, personal charm or that much sought atmosphere of appeal which so enriches the personality.

*

If I were to select these, much as they represent, I would bring to you merely the secondary, transitory things of life. I would reach back, beyond them, to a fundamental.

*

The gift which I seek for you must wonderfully enhance the value of every element of your mind, character, personality and body. It must relate itself to the intangible qualities of leadership; it must beautify the vehicles of expression; it must perpetuate the contributions you are making to the lives of those who see in you an ideal; it must bring dynamic power and vital principle, success winning and dominant force to play upon the deeper issues of your life and work; it must safeguard the play impulses, preserve the animation and vivacious characteristics of reserve energy; it must protect you against the ravages of time, the evidences of years and the wear and tear of life. It must bring to you a surpassing superiority, insure you against the aches and ills and frailties of life and assure the practical working out of all of your secret purposes.

*

In one gift I would bring to you all of these things.

*

There is a soul that animates all the enjoyments and profits of life which fade and become tasteless without it. It is health.

Health, then, is the Gift of all Gifts which
I crave for you during the coming months

Resolve to set aside a regular time for exercise; to form a health-hour-habit. You were born into activity. It is the irreducible condition of your life and prosperity. Lacking it you will languish and starve at a feast of the gods. It is the golden key, the open sesame, the broad highway to all of those things you most value and cherish in life.

C. HALE KIMBLE, Rotarian 116
Spokane, Washington

Building Confidence in Business

By Harry N. Tolles

Vice-President of the Sheldon School

An Address Delivered Before the Rotary Clubs of Kansas City, Buffalo, Chicago and Saint Louis

BUILDING Confidence in Business" is a subject in which every Rotarian is interested. It applies alike to the retailer, the wholesaler, and the manufacturer. The professional-man as well as the sales-man builds his business through confidence.

The Law of Confidence is the greatest law that operates in the business world. We can all agree that there are fundamental laws, truths and principles in business success, just as laws which govern in the physical and the natural world. Those who succeed must of necessity obey consciously or unconsciously nature's human nature laws.

I like to state the Law of Confidence this way: "Every word a man speaks, every act that he performs, every thought that he thinks, either adds to or subtracts from confidence in business." There is not a single employee connected with any organization that is represented here today who can go home tonight and sit around that little family circle with nobody there but the loved ones and say a knocking or disparaging word about his fellow employees, his firm, about the management of the business, about the business itself, or about the buying public, and go back on the job tomorrow and do as good a day's work as if he had not said it. Why? Because I firmly believe that thoughts are things, and they influence our feelings and our feelings are expressed in our conduct.

You have not a man representing your house but that the quality of the goods and your service is judged by the amount of confidence that the people have in that representative. If I believe in you, then I will believe in your merchandising. If you believe in me and I represent an institution seeking to sell you something, you are going to judge the service of my institution and its goods by your confidence in Tolles.

And so today what you get from this talk is going very largely to depend upon the



confidence you have in the speaker, and, Mr. Chairman, if you will permit, I will try a test. If you lack confidence in what I have to say, we might just as well save your time and mine by stopping right here.

Suppose I should tell you that I have something in my pocket that I have never seen and you have never seen and no one has even seen, how many of you would believe me, simply because Tolles said so? Let us see the hands.

(Only two or three were raised.)

I am going to take it out of my pocket and show you something that you have never seen, I have never seen and no one has ever seen. You can go home and tell your family that you actually saw something today that you had never seen before.

Now, that thing will disappear, I will never see it again and nobody will ever see it again. Let us see the hands on that. How many can believe that?

(Just a few hands were raised.)

(The speaker then took from his pocket an almond, broke the shell and said:)

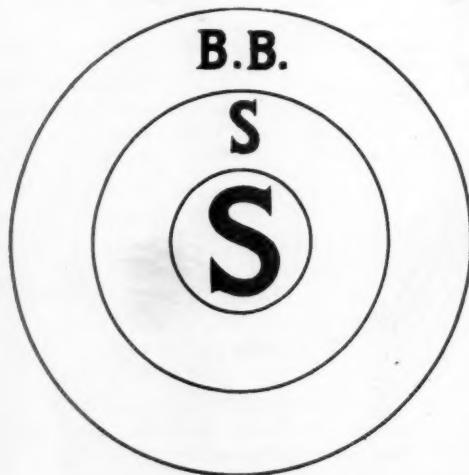
I hold here a kernel of an almond that sees the light of day for the first time. No one has ever seen it before. So I have actually shown you something you have never seen before. Although you may have seen something similar to it, you never saw this one before. It now disappears (eating it). You will never see it again, I will never see it again, and no one will ever see it again. (Laughter.)

Now I have a purpose in using that simple illustration. In the first place no salesman has any right to make a statement that he cannot back up, and if he makes a statement which is beyond the experience of the prospective purchaser, he should prove his point before he proceeds.

Further, no man has any right in business to express an idea in terms which the man receiving the idea cannot understand; in other words, if you speak German and I speak French, I cannot tell you anything until I can speak German. And so, therefore, the salesman wants to be able to put himself in the position of using the vernacular of his customer.

A Blackboard Illustration.

To illustrate the points in "building confidence in business" I am drawing this outline on the blackboard here.



Your business can be presented by these three circles. The outer one (the B. B. circle) is business building. Defined, "business building is the power to," do just two things, "make permanent and profitable patrons." There is no use trying to do business if we cannot *build a permanent trade*.

On the question of "profitableness" I stand committed to this proposition, that the man who cuts the price below the legitimate mark—all that he cuts off is one hundred per cent profit as he does not cut off anything from the cost but all from the profit side—admits that he is not a big enough salesman to get the price to which he is legitimately entitled. It is an admission right on the face of it.

The "S" Circle.

This second circle represents salesmanship. Salesmanship, as you all know, after having heard Mr. Sheldon so many times, and many of you are students of his philosophy, salesmanship is the power to persuade people. It is the power of getting the other fellow to think the way we want him to think.

If you have a form on which your sales-

men report the orders taken and one of your salesmen goes around to these various stores and simply takes the order off the hook, so to speak, and does not actually persuade somebody to purchase something, teach that salesman to be honest, have him scratch out that word "salesman" and write "order taker" down at the bottom, right under his signature.

I maintain that persuasion is a universal principle; that it applies in every human relationship. The preacher as he stands before his congregation is a persuader—a salesman; the lawyer as he stands before the judge and the jury is a persuader; the doctor as he stands at the bedside is a persuader, selling his services; the stenographer as she sits in front of her machine is a persuader; and what they receive in payment is in proportion to the quality and quantity of the goods or service that they are able to deliver. They, also, are working on a commission basis.

In fact, I believe that matrimony is a sales game. I have tried it. I say sometimes if I had known one-half as much about salesmanship during my courtship days as I do now (and I don't claim to know it all), I could have landed my prospect in half the time. It took me ten years to land my prospect. (Laughter.)

Here it is (referring to the blackboard), simply *the power to persuade people to purchase at a profit* that which is for sale. The longest definition I have ever had of this applied to a particular line of business was by the California Fruit Canners' Association in San Francisco which honored me by closing down their establishment for two hours one afternoon to give me an opportunity to talk to their employes on this subject of salesmanship. I had pointed out that insurance men say that "salesmanship is the power to persuade plenty of people to purchase policies at a profit; that down in Fort Wayne the Packard Piano Company tell their salesmen that "salesmanship is the power to persuade people to purchase Packard Player Pianos at a profit, and the canning people came along with this definition that "salesmanship is the power to persuade plenty of people to pleasantly purchase preserved peaches, pears, plums, prunes, pineapples, peanuts, etc."

The *body* of your business is "business building"; the *life blood* is "salesmanship," but the *heart* that pumps this life blood of salesmanship into the body of business building is "service." (The big S.)

Now that is not a new principle. In fact, Mr. Sheldon does not say that he has "created anything new." He has discovered and correlated a lot of fundamental laws and principles that do apply in every man's business. The Master in Galilee announced that principle of service when he said: "Let him who would be the greatest among you be the servant of all."

Business Building, Salesmanship and Service have to do mainly with the things that take place within the four walls of the institution—I wish to speak mainly today of those things that make for Confidence building outside of the institution.

The Test of a Good "Ad."

The real test of a good advertisement is: "Does it gain or destroy confidence?" In one

you realize, gentlemen, that the price you pay for your advertising frequently costs more per word than the price of a telegram or a cablegram, and yet you will rattle off any old thing that comes into your mind and hand it to the copy boy when he is waiting for it, not applying the test of confidence. When you write a telegram or a cablegram, what do you do? You write it and then try to put yourself in the frame of mind of the man receiving it and ask yourself, "Will he get my true message?" And yet we put up most any sort of thing into our advertising and then we say: "Advertising does not pay."

The Letter Test.

Do you remember the first love letter you wrote? I do mine—I went to a stationery store and bought, not the most expensive, because I do not believe that correspondence needs to be on the most expensive paper, but I bought what I thought would best represent my idea, went home, went up to my room and locked the door. I sat down and wrote the first letter and looked at it, and then the second and the third. I wrote four letters and laid them side by side and finally picked up one I thought would carry the message best. Then I carefully folded the letter, put it in an envelope and stamped it and then I addressed it very neatly, the very best I could. I sealed it and carried it to the letter box and dropped it. That was as far as I could go. I was sorry I could not go any further at that time. (Laughter.)

What was I doing? All I was seeking to do was to establish confidence in the mind of that young lady. And yet, the word of an expensive correspondent is often destroyed by a two dollar and a half a week office boy in folding and enclosing the mail in a slipshod fashion. I maintain that a letter should be carefully spaced, correctly spelled and well paragraphed; I like to see a letter equal in white margins all the way around, just as if it was put into a frame, an equal amount of white space all the way round. Now what often happens. It is given to the office boy and he slams it into an envelope any old way to get it in and get home before bed time (by poor and thoughtless management his mail often does not get to the boy before closing time) sometimes as bad as this one here, and sometimes even worse (holding up an irregularly folded letter).

After making an address in a Missouri town one night, the secretary of the Y. M. C. A. asked me if I would not come around to see him. I called on him the next morn-

Most Startling of All Drug Sales!

Lease Gone—Stock Must Go

When our landlord told us we had to vacate by midnight of MARCH 23rd—he caught us totally unprepared. All our new goods had come in—a huge amount of the drugstore merchandise is on our hands—and the time is short! So here's what we're forced to offer you.

Our \$65,000 Stock at 1/2 and Less

We reserve right to limit quantities. No mail or phone orders filled. We quote just a few typical values for TUESDAY and WEDNESDAY:

BROMO SELTZER
The genuine old reliable headache remedy at 1/2 price.
Regular price 50c 5c

HAY'S HAIR HEALTH
One of the world's best hair tonics—a remarkable bargain.
Regular price 25c 29c

Five Big Items
McPhie's Last Wafers (100 in box) 26c
Bottled only

Toilet Articles Cheap
Mc. St. Virgin Arbutin Toilet Water. Case 100c 48c

of the Chicago city papers, I saw an advertisement which read like this: "Most Startling of All Drug Sales." Then it said: "Lease gone, stock must go," a good strong statement. Then under it: "Everything sacrificed at fifty per cent or better." Then in brackets a 10 cent article of some patent medicine of some kind or other as an illustration was shown at half price, but the very next quotation was a 50 cent article for 29 cents. "Fifty per cent or under!"

There were only two articles in the whole list that were as low as 50 per cent. Why, I would not go and do business with that man on a bet, and you wouldn't either, because confidence was destroyed.

Your advertising deserves your best thought.

Some of the highest salaries paid in business today are paid to advertising men. Do

spondence from a number of concerns. I got a letter just the other day from a St. Louis furniture house with which I thought we would close. I put their letter away in the desk here," and he took it out saying, "and I did not understand why I could not trust them with my business until I heard your talk last night." He gave me the letter which I have yet as a horrible example. It was badly folded.

Confidence destroyed. Why? Because, as he said to me: "Mr. Tolles, if that man is not more careful with the letter before he gets the business, what will he do after he gets the business. I could well expect that something would be short, the furniture would be scratched in delivery or not properly handled in some way." Confidence is the basis of correspondence.

The Windows the Eyes of the Store.

Next comes the window display. Your window displays, I may say, are the eyes of your institution. You and I do not like to do business with a bleareyed man. I was going down the street one evening in Salt Lake City and I saw the sign "Par excellence" in electric light. I thought, I would like to see what that excellent establishment was. The next day I went in and it was a house furnishing institution, with a splendid stock, well displayed, but there was something that did not impress me very favorably as I entered the store. To the right was a window that looked as though it had not been cleaned and retrimmed for two months. It was full of dead flies and dust and dirt. I tell you sufficient attention as a rule is not being paid to window decoration. It was in Chicago I saw a window with a placard down at the bottom which said, "We do not keep all of our stock in the window." Many stores keep too much in the window. A few items or perhaps just a single article, well displayed in a clean, neat window, gets Confidence—think of the thousands passing the store who might be brought inside by the right kind of window display persuasion.

Telephone Opportunities.

Next is the telephone. It is a great assistant to bigger business, and yet I have heard business man after business man say, "I wish I could kick the thing out." You pick up the "phone" and you hear something like this: "Hello! what do you want? No!! We can't do that!! Good bye."

Do you realize why the girls in the telephone system right here in this city are trained to always use the upward inflection

of the voice instead of the downward? Because it is much more pleasing than is the downward inflection. I tell you that over the telephone we should use the most cultured well trained voice. *Test your own service and see the kind your patrons receive from your office.*

I met a young man in Los Angeles who went out there from Philadelphia. He was a consumptive and was flat on his back. He was up against it—a Sheldon student, by the way. He must find some way of paying his room rent. So he had an extension telephone put alongside of his cot on his sleeping porch, and over that telephone he commenced to do business. He conceived the idea of organizing a company to use trained salesmen and sell all sorts of things over the telephone. He took up an old laundry route, that could not support even one wagon. New business was solicited over the telephone by this man until the firm had to cut the route in two, and then they cut it again, thus finally making four routes out of a route that was not sufficient for one.

In our Executive Club of Chicago we heard a man tell about how he sold coal by the car-load for 150 miles around Chicago over the long distance telephone. I tell you, gentlemen, we are not getting ten per cent efficiency out of the telephone that is on our desk. Confidence can be destroyed or helped through the telephone.

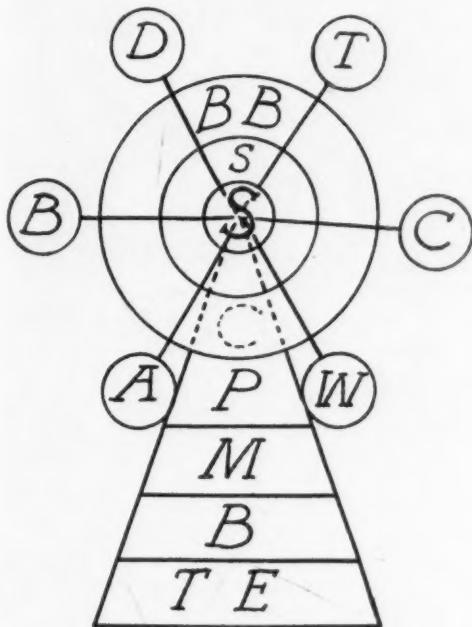
The Delivery a Business Asset.

We come now to delivering the goods. Many a good institution, well represented with good service and good goods has lost business because of the delivery by a rawboned horse that has not seen a square meal since he arrived in town, with a harness broken and tied together with strings and an old wagon that rattles hopelessly. Billboard advertising pays, they say. I believe it does, but do you realize, gentlemen, that your delivery wagon is a billboard going up and down the street advertising you and your institution all the time; either for the good or for the bad.

Watch the Billing.

In Philadelphia I went into a man's office, the proprietor of a big firm. He was going over a great stack of bills personally. I said, "Do you mean to tell me that you check over every bill that goes out?" He said "not a bill goes out of this institution unless I see it." I said, "How do you account for that?" He replied, "Well, I will tell you, you know that these people have my goods and my money also, and I want the money. If there

is anything inaccurate or anything repellent, they will hold up the bill. It gives them an excuse to delay payment." Confidence is either lost or destroyed through the billing.



Now I want to give you a little further illustration on the board here. Confidence is the unseen. If you will allow this to represent the pyramid; I call this the whirligig of business. The unseen part in this service is confidence. That rests upon personality—not good looks and good clothes, sometimes they help, sometimes they hinder. Personality is that which rings true in a man's voice, it is what flashes sincerity in his eye; that which in every word and deed of the man is calculated to do just one thing, and that thing is to build confidence in the minds of the people with whom he associates.

Personality; what does that rest upon? That rests upon the mind and the body of the individual. True education is the enrichment or the development of the entire man, body, mind and soul, through a process of proper food and proper exercise. I emphasize these words, proper food, because I think there is a great point there. Too many business men are feeding their minds upon husks. They are not consistently and carefully putting the right kind of mental food into their minds.

I just want to say on this question of proper feeding—what does it do? It develops the body and it develops the mind. Truly

educate the muscle and you develop the physical man. Truly educate the mind and you develop the mental man. That develops a strong personality, and it is that strong personality, the development of the physical man and of the mental man that helps us to increase our power to serve—"He profits most who serves best," and that increases the "salesmanship," and in that way we build a bigger business, or more profits and more permanent business.

Now, about this mental feeding. I have some very strong convictions on the subject of the right kind of mental food. I maintain that if I pass a glass of carbolic acid around and every man here drinks from it, all must pay the penalty by death. Some people say, "if you don't know it, it won't hurt you," but I affirm that it makes no difference whether you know it or not, if you drink carbolic acid you will suffer the consequence. I am not permitted to give you carbolic acid. There is a law that holds me responsible for the poisoning of a physical man, but I can tell you a dirty, vile, filthy story and there is no law in this land that can touch me.

In Battle Creek one night I was talking along this line to the employes of the largest department store in the city. I said: "Just this afternoon I heard a story and I would give twenty-five dollars if I had never heard it! If I tell you that story I poison your mind and there might be many here foolish enough to take up the story and pass it on and on, and we do not know how far the story would go. I am going to perform a service to mankind by stopping it right here. I will never repeat it."

Well, I talked pretty emphatically for some time and then I returned to the hotel and went directly to my room. Scarcely had I seated myself to read when a knock came at the door and I said "Come in," and there stood in the doorway the man that had told me that story. In a flash I realized for the first time that that fellow was in my audience that night and heard me tell about the story. I thought he stood there several minutes, it may have been for just a part of a second, but he came forward and grabbed my hand and clenched it. I thought he would smash it. Then after another tremendous pause, he said: "Mr. Tolles, that was the best lesson I ever had in my life. I promise you that I will never be a party to repeating that story or any other story like it again."

Gentlemen, all that you and I are and all that your employes are is a total of all of the

things that we have heard, seen, smelt, tasted or touched, plus the use that we have made of those things, from our birth up to the present moment. If that is true, the five physical senses, can be likened to photographing machines, moving picture photographing machines, if you please. All the time we are awake they are constantly making their impressions, millions of them a day, and if that is true, why in the name of heaven would a man consciously take that moving picture five-lens machine down an alley around the corner and into a place where he knows he is going to get poisonous mental food?

I determined, gentlemen, that night, after a half hour's talk with that fellow—we had a heart to heart talk—that I was going to use every bit of influence and power that I have with men, if I have any at all, in the carrying of the pure mental food message to men.

There is a lot being said over the country about pure physical food; laws are being made. I believe that one of the greatest movements that could be started in this day and age is one for pure mental food, and wherever I have a chance I talk about it. In fact, I am starting a movement along this line, and I am asking for backers of the movement. I do not ask you for a penny. I do not ask any expression from you of any character. All I ask you to do is to put in operation the thought and use your influence to the end of human betterment.

Back of the advertising, the correspondence, the telephone, the window display, the delivery, the billing, the service, salesmanship

of the institution, and the business building is a living human being that is susceptible of higher development—Every man from the proprietor down can grow greatly if he will but feed the mind and body on proper food and exercise correctly. The greatest opportunity in business today lies in the expansion of the man-power of the units in the institution.

One of the officers of the steel trust told me a week or two ago, "I believe the time is coming when the institutions are going to be forced to educate their people, not from an altruistic standpoint, but from a money-making standpoint. The greatest asset any man has in his business is his man-power."

It is the greatest asset in any business.

We have had no time for story telling today. In closing I call your attention to an old Arabian proverb which reads:

"Man is four:

"He who knows and knows that he knows; he is wise. Follow him.

"He who knows and knows not that he knows, he is asleep; awaken him."

(There are lots of employees who are asleep and they just need a little awakening.)

"He who knows not and knows not that he knows not, he is a fool; shun him.

"He who knows not and knows that he knows not; he is a child. Teach him."

All wisdom comes, gentlemen, when we are willing to humble ourselves as little children, recognizing that we can learn from one another. I am glad to observe that this spirit is becoming more and more prevalent in the Rotary club movement. (Applause.)

GEO. LANDIS WILSON,
of Chicago, President of the
first Rotary club.



ON LAKE ERIE ENROUTE TO BUFFALO.

RUSSELL F. GREINER,
of Kansas City, President
International Association
of Rotary Clubs.

Business Depressions

By Howard I. Shepherd

Vice-President of the Ohio Savings Bank and Trust Company of Toledo

LET it be thoroughly understood at the outset that "business depressions" are not to be solved during this article. They are to be discussed only. There is no presumption of any particular knowledge of the subject, simply a desire to discuss it from the viewpoint of a few years of observation and thought.

Those men who have seen fit to write upon or discuss the subject have apparently been led to do so by the desire to find fixed laws solving fluctuations of prosperity and some have believed that they reached their goal. Without expressing agreement or disagreement with them, it is more convenient to take up the subject through the field of reviewing their attempts to prophesy coming business conditions.

It has ever been the aim of man to prophesy the happenings of the future. The habit seems to have been confined to no particular period in history, to no particular nation, nor to have been dependent upon any particular degree of knowledge. No serious responsibility has apparently ever been attached to the prophet when his predictions failed. Hence our freedom to discuss the general subject and perchance to contribute a little to the fund of information daily propounded concerning those conditions upon which we base our opinion of the future.

The fields of sociology, economics, religion and business all come in for their share of prophecy. It is axiomatic and true in every field that we can only base an intelligent opinion of the future upon what we know to have happened in the past.

The scope of our present interest in the subject is limited to the viewpoint of business. Our business interest is greatest concerning conditions surrounding periods of prosperity and depression for in those conditions lie our destiny as business men.

The question of the causes, periodicity and duration of industrial depressions has been the subject of investigation and speculation for a period doubtless antedating the seven



years of plenty and the seven years of famine of Joseph's time.

A condition of equilibrium as pertaining to the transient affairs of men is apparently no part of God's law. Our destiny seems to depend upon a constant buffeting between contending forces.

It is said that a record of crises and booms can be carried back to the opening of the eighteenth century.

We have come to expect periods of financial depression. Not only individuals, but governments have sought for the causes and remedies and many have been the solutions advanced.

The regularity of the fluctuation of the crops of the world has been speculated upon. The theory of a fixed relation between periods of depression and the position of the planets has been set forth. The recurrence of depressions in major cycles of about twenty years and minor cycles of about seven years has been argued.

Doubtless every business man has spent many anxious hours considering the present condition of his business, reviewing its past, and forming his ideas of the future upon the similarity of present conditions to those of the past. The correctness of those conclusions often measures one's success compared with competitors.

In the year nineteen hundred and nine, noticing the fluctuations in the price of structural steel, I began to investigate steel prices back over a period of years. It did not take long to discover that the many varieties of the finished product, and the number of processes through which they passed before a final market quotation, made it difficult to select a simple base of comparison.

My first interest in the general subject of comparative statistics and their relations to periods of business depressions commenced with the realization that the foundation of all steel-products, namely: pig-iron, was a simple and reliable base and that its price

appeared to have a fixed relation to such periods.

Investigation developed the fact that No. 2 foundry iron, F. O. B. Chicago, had reached approximately \$26.00 per ton, just prior to the last three depressions, namely: in 1899, 1902 and 1907, and had fallen to approximately \$15.00 per ton within a few months after that date.

This led me to formulate a little rule of my own, namely: "When the price of pig-iron reaches approximately \$26.00 per ton, prepare for a depression in business."

In discussing the price of pig-iron with men whose business made them cognizant of it, I ran across a prophet who had published a book, in the person of Samuel Benner, an Ohio farmer, who in 1875 published his work entitled "Benner's Prophecies."

The general scope of Mr. Benner's work and the basis of his theory is set forth in opening paragraphs of his book, as follows:

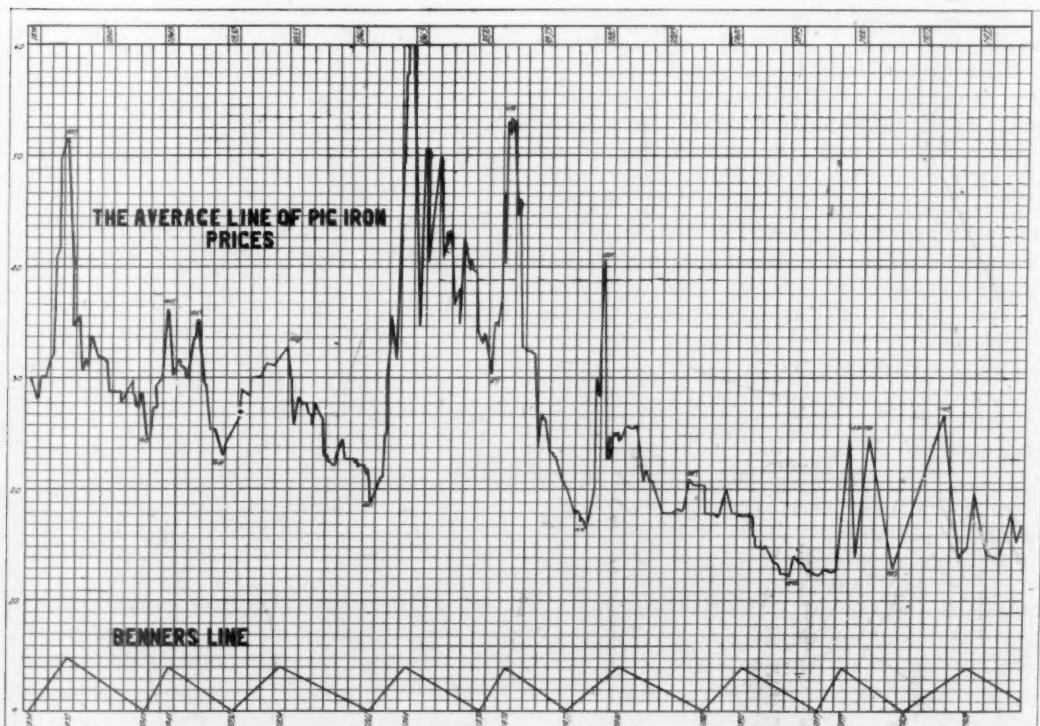
"The advance and decline in the average price of pig-iron, hogs, corn and provisions in the markets of our country, for a series of twenty years past, and for certain periods, have been as alternately certain as the diurnal revolutions of the

earth upon its axis; and the periods of high and low prices have been as regular in rotation as the annual return of the four seasons."

"The writer does not claim a 'Gift of Prophecy,' but he does claim a *Cast Iron Rule* that will do to keep in sight, and that future ups and downs of the markets, and high and low prices in certain products and commodities, can be calculated for some years to come with as much certainty, and upon the same principle, that an astronomer calculates an eclipse of the sun."

"Now instead of pondering over farmers' deliveries, weekly receipts, visible supplies, and entering into an extensive collection and elaborate examination of statistics of what the probable production of pig-iron, hogs and corn will be, and the commercial demand for the same, and what old elements will be wanting and new ones to be developed, and watching and waiting to hear from New York, let us call history to the witness stand, and see what it has to testify on the subject; and also bring into court the testimony of observation and experience, by taking the course of the averages in past markets, as compiled by reliable and official authority; and also the years in which money has been made and lost in the different branches of trade, and then by our rule make the application for the future."

Benner's prophecies were reduced to chart form, and he attempted to foretell for years ahead the exact periods in which there would



COMPARISON OF MR. BENNER'S LINE WITH ACTUAL IRON PRICES.

In considering chart allow for the fact that the perpendicular is increased and the horizontal is decreased. Mr. Benner wrote his book in 1875 basing his prophecies upon iron prices from 1834 to that date.

be a rise and fall in prices. He was successful to a greater degree than might be expected, but not sufficiently so to prove his "Cast Iron Rule" as a reference to his chart will show.

Curiosity had now taken complete hold on me and by correspondence with the professor of economics of Cornell university I learned of two other men publishing statistical charts. These men were Roger W. Babson, of Massachusetts, and James H. Brookmire, of St. Louis.

Mr. Babson's book, "Business Barometers for Forecasting Conditions," first appeared in 1909. Like Mr. Benner, he constructed a chart based upon the application of the law of compensation, namely that "Action and re-action are equal but in opposite directions." (See chart on next page.)

Instead, however, of taking pig-iron, hogs, corn and provisions as did Benner he takes twenty-five subjects, including pig-iron, and classifies them under twelve heads, as follows:

1. Building or Real Estate.
2. Bank Clearings.
3. Business Failures.
4. Money Conditions.
5. Labor.
6. Foreign Trade.
7. Gold Movements.
8. Commodity Prices.
9. Investment Prices.
10. Crop Conditions.
11. Railroad Earnings.
12. Social Conditions.

Reducing the result of fluctuations in these different fields to a common denominator he traces the lines of his composite chart and produces an "area" of prosperity above, or depression below, a "line of normal growth."

A look at the chart is most convincing. Based upon the law of compensation the areas above the line must equal the areas below the line and presumably alternate. However, because of the fact that the line of normal growth is a "resultant" line, being the "mean" between the "extreme" points of the "areas," which cannot be determined until the "area" is completed, Mr. Babson's chart is made to prove his own rule and its use as a "forecaster" is therefore minimized. Eliminating the use of the chart as a forecaster, however, the value of the data compiled by Mr. Babson is not to be underestimated.

So far as I know, Mr. Benner and Mr. Babson are the only men who have attained any particular prominence in advancing the theory of *forecasting* by charts. Mr. Brook-

mire publishes charts along lines similar to Mr. Babson, not, however, basing a forecast upon it but graphically picturing the trend of prices and conditions in the past which may be of assistance in diagnosing conditions in the future.

Mr. George H. Hull of New York published in 1911 a book entitled "Industrial Depressions" in which he used pig-iron and its products as the basis barometer.

From a consideration of the information from all of the sources one comes to the conclusion that the business vicissitudes of the future cannot at present be charted with sufficient certainty to be depended upon but that a comprehensive charting of past business is of great assistance in telling us when business is approaching a similar condition and what the results may be.

I am firmly convinced that the price of pig-iron has a peculiar relation to existing business conditions. It is most natural that it should have, when we stop to consider the fact that we are living in an "iron age," that nothing is constructed without iron and steel, and that construction is going on as never before in the world's history.

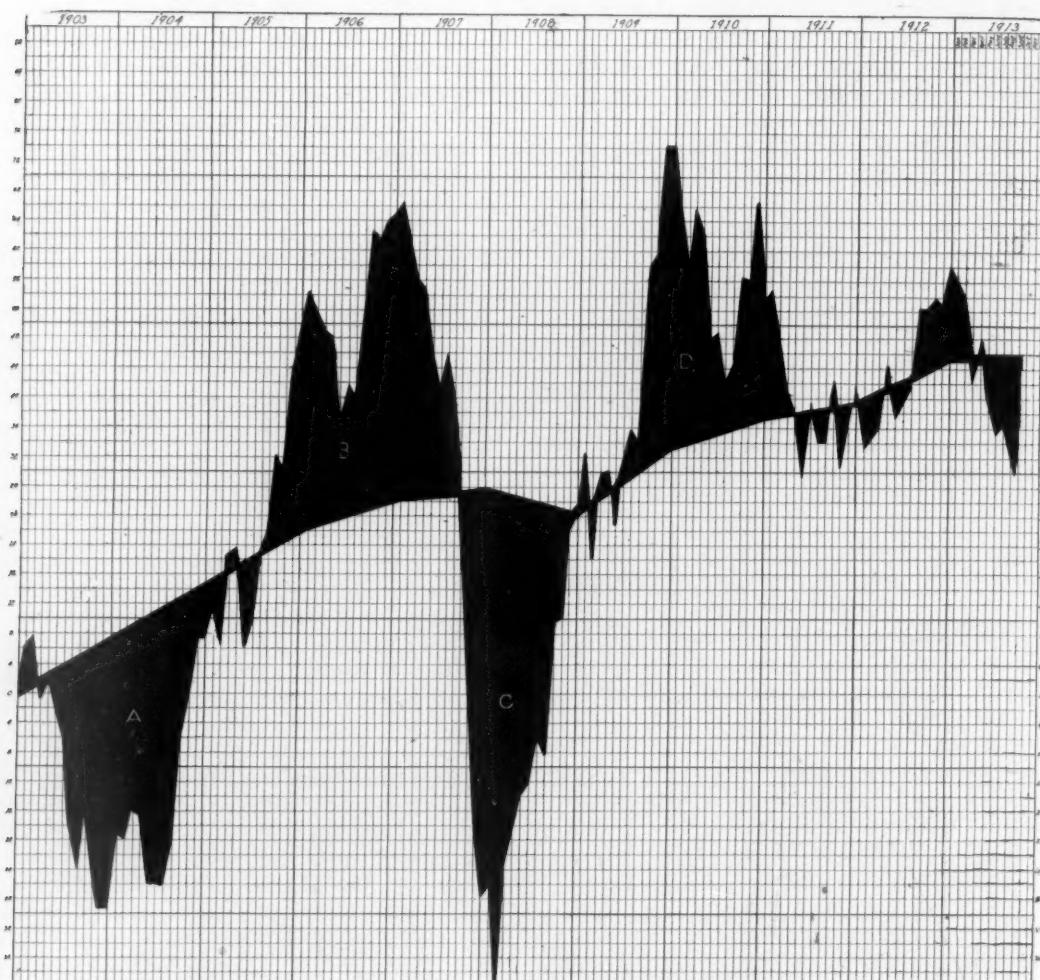
This peculiar relationship is borne out by the fact that "financial depressions" as we know them are confined to iron producing countries, namely: United States, England, Germany, France and Belgium.

One of the sources of information most sought after as foretelling conditions is the orders on the books of the U. S. Steel Company.

According to Mr. Hull, however, discriminations must be exercised in using these figures.

In times of prosperity orders are taken to be delivered many months in the future. The greater the prosperity, the greater the demand and the greater the delay in delivery. As a recession starts in, the demand for deliveries so far delayed ceases, and though the steel mills in the country may be booked to capacity for months to come the indicator of the recession exists.

So the "long order" for steel products is today recognized as a sensitive barometer of the pulse of business. The beginning of the orders for long delayed deliveries is the beginning of the period of greatest prosperity and the stopping of the orders for delayed deliveries is the beginning of the recession. Thus it is that the public continues to invest for months after the germ of depression is sown, basing its dependence upon the fact



BABSON'S CHART.

In considering chart allow for the fact that the perpendicular is increased and the horizontal decreased.

that the mills of the country are all busy and when of a sudden they stop, wonders how it could have all happened. It is needless to say that there are always those in possession of the knowledge of the real conditions who are perfectly willing that the public shall plunge into the chasm.

Mr. Babson ventures the statement that only about five per cent of the business men of the country are doing business with any comprehensive appreciation of fundamental conditions. Hence five per cent achieve intelligent success and ninety-five per cent flounder, and if successful, are so by accident.

The construction that takes place under abnormal conditions may be termed "invest-

ment" construction as opposed to "necessity" construction. Strange as it may seem, necessity construction continues at a reasonably fixed rate through all the ups and downs. Investment construction is sufficient to swing the pendulum and in this we come back to the familiar root of all evil, the "desire for gain."

Money will construct as long as there can be found a public that will pay the rising prices that will yield an attractive return. When the prices go too high the public stops buying, construction ceases, and money goes into liquid investment, yielding a low and safe return. Labor is unemployed, prices fall, and a depression is on until the cost of construction reaches a point when it again

attracts money, and a new cycle is commenced.

So much for pig-iron, not the cause but because of its resulting products the greatest single barometer of conditions. A reference to the chart indicating fluctuations in the price of pig-iron shows the regularity with which its price has risen and fallen, and a comparison of the line of "average price" with Mr. Babson's chart of "areas" shows some interesting analogies.

It is worth more than passing consideration to note that pig-iron has reached its lowest point between two rises during the years of the last five presidential elections. There is perhaps no fixed special significance in this, but it adds evidence to the fact that we are affected by the uncertainty of political elections.

Professor Fisher of Yale University advances a novel barometer medium of past and present conditions, that of check circulation, the rapidity with which checks are passed from hand to hand. In this he follows the French economist Des Essars who says that checks reach their greatest velocity in the year of the crisis, while Professor Fisher says his observation shows that it occurs a year before the crisis. Admittedly the information upon which such a barometer is based must be more authentic than at present to be relied upon.

It might be stated in passing that the Standard Oil company is said to observe the sale of lubricating oil as a barometer of industry. No large amount is carried by the consumer, hence its consumption delicately measures the number of wheels turning.

The significance of all these different theories, is that they go to show us that there exists one or more basic barometers in every line of business whose fluctuations give the key to a more intelligent supervision.

To the *sales manager*, Mr. Babson suggests a comparison of the volume of sales in any part of the country with the bank clearings. To the *bankers* it is the relation of "resources" to "loans."

In discussing the subject of "depressions," we should distinguish between "depressions" and "panics." Properly speaking, we should say "industrial depressions" and "financial panics." There may be an "industrial depression" without a "financial panic."

Out of all of the causes of depressions or panics there are three that are comprehensive and fundamental, and Mr. Brookmire so states in substance, namely: Crop condi-

tions, tariff conditions and currency or money conditions. Our familiarity with the three subjects makes a detailed discussion of any of them unnecessary.

The consideration of the tariff has always caused an unsettled and depressed condition of business. This is very well described by Mr. Henry Hall, as follows:

"In the United States the business world has become accustomed to the protective principle; and even the prospect of reduced duties has always chilled the spirit of enterprise, while the reality has always given a set-back to business, sooner or later. On the other hand, enactment of a protective tariff, in lieu of one for revenue only, has always proved exciting and has quickened into intense activity the looms, forges and machinery of the entire country."

This is practically as true of conditions of the currency. The fear of cheap money has caused more than one panic. A tight currency has aggravated depressions into panics.

"Any legislation designed to reorganize the banking system of the United States on anything but a gold basis, like that upon which the banking systems of England and other countries are founded, always retards trade. Any legislation which gives any additional importance to gold is always greeted with approval by all classes of manufacturers, merchants and investors. All other legislation, especially that recognizing as a standard silver or anything other than gold, is always a dangerous sign, often causing bankers and investors to call loans and raise rates. Such conditions usually precede a general crisis."

Panics are largely caused by overloaning and overinvestment by financial institutions in properties or securities which the public does not absorb and the consequent withholding of money from the natural avenues of trade.

Crop failures have always had serious results.

"This subject does not now hold the same relative importance in the study of Fundamental Statistics that it held when statistics on other topics were less carefully compiled. But since the full annual harvest of the grains and cotton is the one factor at the bottom of American business prosperity, the condition of the standing crops will always be interesting and valuable as a barometer. Of all subjects studied by the merchant and investor it is the only one which the Government attempts to forecast."

We may say that the crop condition is a "natural" condition over which we have no control, and that tariff and currency conditions may be termed "artificial" conditions over which we have control.

The combination of these conditions determines the degree of prosperity of the country. Had there been a crop failure during 1912 or 1913, with the tariff and the cur-

rency both in an unsettled condition, the United States doubtless would have had a very serious "panic."

The years from 1900 to 1911 have been unusual from the standpoint of barometer conditions. There was a regularity of fluctuation from prosperity to depression and vice-versa that naturally gave rise to the belief that the law of compensation in business conditions could be definitely relied upon. Speculation ran rife. A survey of the pig-iron charts leads one to think that a period of prosperity started in 1909 that might have reached the speculative proportions of 1907 had it not been for the prosecutions of trusts under the Sherman act and the findings of the inter-state commerce commission that developed to such proportions just at that time.

From 1907 we have been in the midst of a period of acute economic readjustment which has upset the calculations of the forecasters and prostrated the stock-market. How long the readjustment will take, no one can tell. It will not all be accomplished at once, but the final disposition of the tariff and currency questions will have a decided effect.

These radical business conditions have covered a good part of the active business experience of most of us. I believe it behooves us to study their meaning.

Acute crop failures are less liable from year to year, due to improved farming, irrigation, etc., and of less and less consequence due to improved world-wide commerce.

Economic questions are better understood and better dealt with as time goes on.

Means of the more intelligent transaction of business are constantly being developed.

One of the great remedies for "depressions" is the fuller publishing of business information by the U. S. government, such as the orders for steel construction and the period of delivery. Much published information concerning construction orders on the books of corporations is misleading. Many such orders are nothing more than options for a limited period and are often cancelled. The government should, and I believe eventually will, demand that the publication of such orders shall show their actual character, the public will then know how much bona-fide new business is in prospect and the period over which the delivery extends, and the use of the "long order" information will be available.

A tariff regulated by schedules will come and correct many abuses.

The passing of the currency bill providing

for the rediscount of commercial paper through a centralized banking system is a wonderful step toward preventing "panics." It will tighten up the credits of the country and cause a greater and more careful consideration of promises to pay. It will make the fear over money stringency less, because it can be had and hence not wanted. This is not the place for a discussion of the currency bill. There will probably be features in it at its passage that will have to be modified later, but the purpose of the bill is to correct an existing defect in our monetary system and it is with this general corrective idea in mind that it is mentioned and with a full realization of the fact that incorrect features may cause some inconvenience.

This discussion would be incomplete were we not to venture some little application of our principles to the anxiety of the moment.

Let us observe that we have a condition of tariff reduction. Let us also observe that we have an impending change in our currency laws.

Mr. Babson's statistical department says:

"Much of the new building in progress is due to contracts which were made some time ago. A similar amount of new work is not being planned at the present time, and next year this should be reflected in the prices of materials." (A cessation of long orders.)

It would seem that the year 1914 will be a year of conservative business, to say the least, a year when credits should be watched, and new enterprises dealt with cautiously.

Business will be adjusting itself to the new tariff and currency conditions. If left alone, and with a good crop yield, a critical condition will not develop. What we need most is a rest. Not that further legislative corrections are not necessary, but we have had about all we can stand. Business has been laboring under the load of uncertainty for a long period. With further radical legislation or with a poor crop failure, a further depression will probably develop; with both, a critical condition.

It is undoubtedly admitted, and in the best-posted quarters, that business conditions are fundamentally sound, and that when such restrictions are removed as the uncertainties of banking and currency legislation, and when the full effect of the new tariff has been measured and discounted, there may be a decided change for the better. Granting those new conditions, recovery may be rapid.

The ups and downs in business do not return with the regularity of the changes

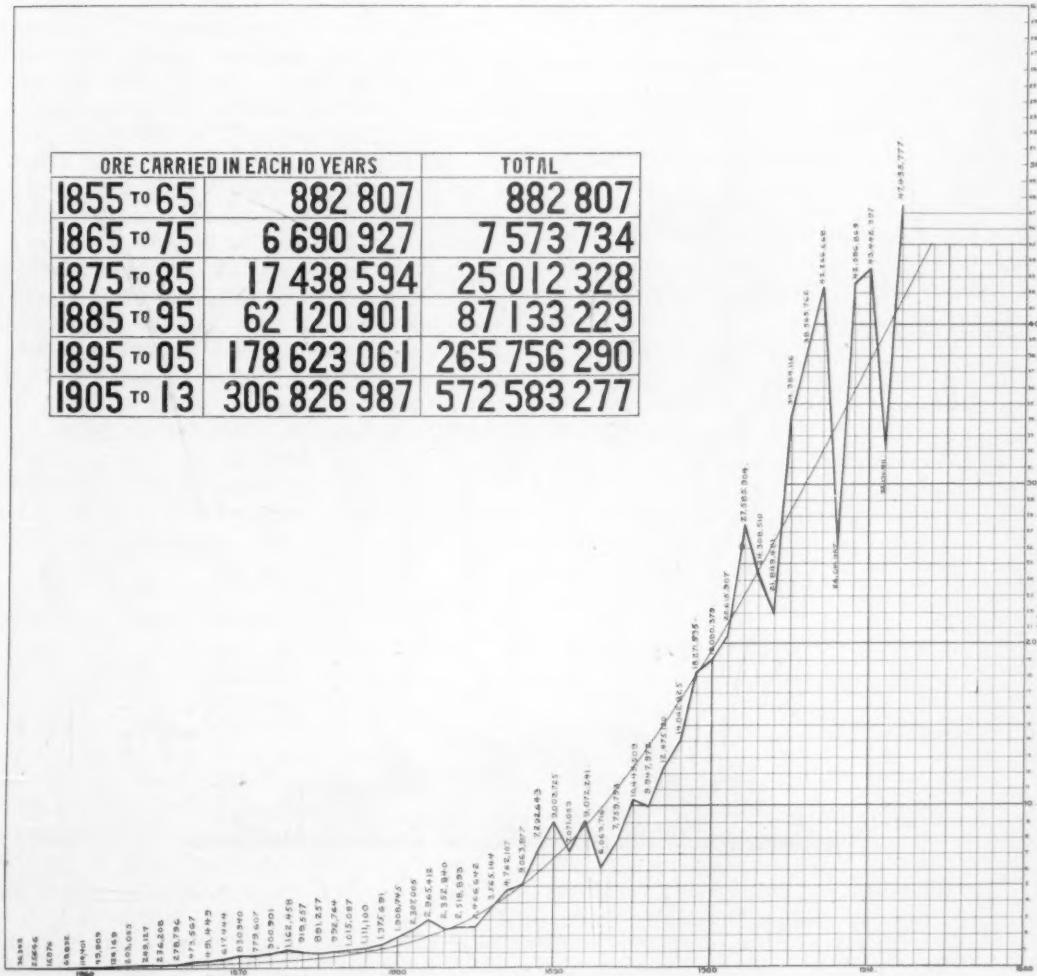
of the seasons, and therefore cannot be forecasted years ahead of time, except conditionally. The role of the successful business forecaster must be analogous to that of the weather forecaster, who finds a dependable basis for his work in the planetary movements which determine the seasons of the year, but whose immediate forecasts of snow, rain, heat and cold must be based upon conditions actually existing in other sections of the terrestrial atmosphere and qualified with regard to the direction of the wind. If there is a sudden shifting of the wind, the forecast must accordingly be modified.

As business men we need the wise council of each other. Let us refer once more to Mr. Benner, when he says:

"Are not all kinds of business at loose ends astray, tossed on the tempestuous sea of uncertainty—from our imperfect knowledge of natural causes and the laws by which they operate; and our lack of accurate statistics of production and prices, a knowledge which should enable us to discover and establish reliable rules for our guidance in the future?"

"Do not all operations in business depend for success upon a certain number of fixed, reliable rules? The rules we have to commence and transact business upon are stereotyped rules, that '*honesty* is the best policy'; that industry, energy, perseverance, prudence, economy, and so on, lead to riches and competence. These are all good enough in their line, and indispensable to success, but are they all sufficient? Is this knowledge all that is absolutely required for successful business in every department of trade? Is there not a knowledge of something more which a business man wants? And who is not a business man?"

ORE CARRIED IN EACH 10 YEARS		TOTAL
1855 to 65	882 807	882 807
1865 to 75	6 690 927	7 573 734
1875 to 85	17 438 594	25 012 328
1885 to 95	62 120 901	87 133 229
1895 to 05	178 623 061	265 756 290
1905 to 13	306 826 987	572 583 277



IRON ORE TONNAGE ON GREAT LAKES.

In considering chart allow for the fact that the perpendicular is increased and the horizontal is decreased.

In order to guide him in reference to future prices that are to rule in the markets of our country, we can not close our eyes and ignore the fact that there is a want of rules by which to interpret the 'signs of the times' and to enable us to comprehend the future status of the markets, so we may know six months or a year ahead what are to be the conditions and circumstances that will produce the coming ups and downs in prices from any product or commodity, and when the changes from high and low prices are to take place.'

Business has always swung from good to bad. Let us come to know that despite its passing flurries there is an average line of rapid improvement. Very few business mistakes are inaugurated during business depressions. It is always in periods of prosperity that we become reckless. Why not have the same caution during our prosperity that we have during our depressions, and the same optimism during our depressions that we have during our prosperity?

A striking example of fluctuation is shown on page 43 in the chart of iron-ore tonnage on the Great Lakes.

There every "depression" is depicted and at every slump some one has lost heart. But every decline has been followed by a recovery that has picked up all that was lost and the natural increase as well, and the average line of growth proves the temporary and passing effect of a set-back.

Reference to such a chart shows that we should expect depressions from time to time and keep our business in condition to meet them, at the same time looking into the future with assurance and optimism.

The price of pig-iron will recover and when it approaches approximately \$25.00 or

\$26.00 a ton, we should begin to critically scan the horizon of our business world.

Fluctuations will occur, and they will be equal above and below an average line. But inasmuch as the average cannot be determined until after the period has passed, the value of the fluctuations as *forecasters* is practically useless. We may know with reasonable certainty that a period of depression is impending but whether it will be short and acute, or long and slight cannot be foretold accurately.

One line of business, or business in a certain locality, may enjoy a temporary and possibly a prolonged period of good business inconsistent with the general trend. Our scope of vision must therefore be bigger and broader than our own little business.

For example, it is stated that the busiest section of the country industrially during the present year has been the territory included within the arc drawn from Buffalo around to Detroit, making Toledo practically the axis. This condition is caused by general good crops, proximity to the Great Lakes with their year of heavy tonnage, the automobile industry and the demand for structural material caused by the devastation of the recent floods. Thus our consideration must reach beyond our immediately surrounding territory. For instance, building in the city of Toledo has been increasing while in other large American cities, notably in the east, it has commenced to decline.

The business man of the future and in fact of today must think in world-wide cycles. The new scope of vision offers an incentive for study as well as a reward.





The Warden, the Convict and Good Roads

By J. C. Burton

It usually happens, in the large affairs of life as in the lesser ones, that the end to which we so ardently set our efforts enriches us far less than the means we take in achieving it.—Ray Stannard Baker.

IF YOU have read Dicken's "Barnaby Rudge" you remember Dennis, the hangman; Dennis, the connoisseur of human necks; Dennis, who inspected jugular veins, Adam's apples and cervical muscles with the enthusiasm of an art critic and exclaimed, with something akin to aesthetic rapture, "What a man to work off!" Although a character in fiction, Dennis is as real as the prison official whom Dickens, as a reporter, met in the Old Bailey. Dennis was a practical penologist of the eighteenth century when debtors were thrown into jail and petty robbers built their own gibbets.

If you have witnessed a performance of Paul Armstrong's "Alias Jimmy Valentine," you will recall the prison warden in the first act. His voice was as harsh as his Atlantean shoulders were broad; his thick moustaches bristled with authority; his clenched fist pounded a tattoo of discipline on his desk; his restless eyes were the eyes of a skeptic who has no faith in man. Only a player in a crook play, you say? Yes, and no. Armstrong knows Sing Sing as Dickens knew the Old Bailey. This warden is a practical penologist of the twentieth century, this era of sporadic reform and paradoxes in which we apply eugenics to children and golf to tired business men but continue

to condemn criminals to sunless cells and poorly ventilated workshops.

That society has progressed in the last two centuries, even in its treatment of criminals, there is no denying. The butcher, baker or candle-stick maker cannot have you imprisoned for failure to pay your meat, bread or light bills. Purse snatchers and house breakers no longer are hanged. But there is room for further improvement. Pupils in the kindergartens of felony are cast into cells with alumni of the college of crime to eventually master a post-graduate course in lawlessness. The penitent murderer, who during the long days and restless nights of a life sentence seeks to wipe from his hands the stains of his single victim's blood, must pay the same penalty as the Cain child who has killed from the lust of killing and will kill again if given his liberty and a gun or club. Penitentiaries are dark tombs of steel and stone where dismay is welcomed and hope barred. "Once a crook, always a crook" is a commonly but erroneously accepted axiom. Old-school wardens continue to break the last fiber in the spirit of man with mailed-fist discipline and Satan-inspired routine.

But enough of sweeping statements, depressing and inviting criticism; enough of muckraking when there are encouraging ex-

ceptions—two especially noteworthy—to the general rule. One is Thomas J. Tynan and his Colorado honor system. The other is Edmund M. Allen and Camp Hope.

Allen and Camp Hope, in fact, is the *raison d'être* of this article. Tynan and his honor system is a typewriter ribbon worn theme. Allen and Camp Hope, on the other hand, have yet to attain national prominence. Their fame is measured in the agate lines of Illinois' newspapers, not in the brevier columns of widely circulated magazines. Like Tynan, Allen is a new player of a new role in a world-old tragedy. He has just made his debut in the sordid drama of penology.

Edmund M. Allen sits in the same high-backed chair that his father occupied twenty years ago. He writes at the same brass-studded desk that his father wrote at back in 1893. He is a penologist by inheritance and warden of the Illinois State Penitentiary at Joliet by appointment. Fittingly enough, the son is putting into practice the penal reforms that the father dreamed of two decades ago. Like many another man, Robert L. Allen advanced reforms that the world was not ready to accept—Elijah Lovejoy, you remember, was shot for preaching abolition in 1837—but in his son, Robert L. Allen has a worthy disciple.

A little less than a year ago, when Governor Edward F. Dunne personally handed Allen his commission, the chief executive of Illinois asked the new warden, "Ed, what is the first thing that you are going to do?"

"I am going to create a new atmosphere at Joliet," Allen replied, which is saying a lot in ten words.

"I guess that about covers it all," Governor Dunne declared. "I hope you do, Ed, for then I will have no reason to be disappointed in you or my own judgment."

Governor Dunne has yet to regret his choice. There is a new atmosphere at Joliet. It is an atmosphere of hope.

How was that atmosphere created?

Come back with me to an early morning of a September day. The clock in the outer room of the warden's office at Joliet has just struck two. The law-abiding residents of the city are asleep, but in the cells of the prison two thousand felons are awake and expectant. Occasionally the restless silence is broken by the clang of an iron-barred door as it is opened or shut and the sound of foot-steps on the cement floor of the narrow corridors. In the black hours of a slowly

advancing morning the chosen of Allen are being marshaled. As each passes in solitary review before the pals he will leave behind him comes a chorus of hoarse-voiced appeals from a dozen bunks, "For God's sake make good!" It is not profanity. It is a prayer of men who either have not been taught or who have forgotten how to pray.

One hour passes. The clock strikes three. The skies still are dark except for a splotch of red on the southern horizon where the belching flames of burning gas from the towering smoke stacks of the adjacent steel mills are reflected. In the warden's office, a strange and solemn ritual is being performed. Here stand the chosen of Allen, forty-five honor men, black and white, native and foreign born, educated and ignorant, murderer and sneak thief, peter blower and leather snatcher, gun man and second-story worker, defaulter and dip. With head uncovered and right hand raised, each pledges upon his honor as a man not to violate the trust imposed in him. Forget that they are crooks, let your imagination clothe them in crusader's armor and it seems like a page out of the history of the medieval ages when knights gathered in the castle of their liege lord to swear allegiance to the cross before setting out for the Holy Land.

The last oath is taken. There is an impatient coughing and scuffling of feet. The last door of that liberty-mocking succession of bolted doors is opened and the chosen of Allen walk out into the wholesome air of the early morning, out into a darkness that is as black as the darkness from which they came, but a darkness that is not for long. In two hours they will greet, not through barred windows, but standing in the great out-of-doors, the dawn that inspires the birds to carol matins. In two hours they will be warmed by the timid rays of a rising sun that gives life to flowers and gladdens the heart of man.

Watch them as they walk on the dew-lustered grass of the prison yard. Each carries his head high, as a man should carry his head. They walk as men who have a responsibility but do not fear it. There is confidence in each buoyant step; determination in the weakest jaw. And were hope a tangible thing, an X-ray photograph of each heart would show that organ bursting with it. What a transition is this! These are the same men you saw yesterday in the broom shop and shoe shop. But they walk differently today. Yesterday despair weighted their

feet and the yoke of dismay was about their necks. They walked as if they did not care where the next step took them. They hung their heads, not in shame, but in desperation. Yesterday, in the prison, they were creatures forced and driven. Today, out in the open air, they are men inspired with hope.

And now we leave them as they walk into the dawn and to the waking city where they will board an interurban car for a five-hour ride to the historic village of Grand Detour, quaint and tranquil town of towering elm trees and weathered stone houses, a fitting destination for the chosen of Allen.

Comes Sunday. Three days have elapsed since the memorable morning on which the two score and five honor men set out from the penitentiary to start life anew. Much has been accomplished in the interim of seventy-two hours. Tents have been pitched, supplies unloaded and a venerable pine tree cut, stripped of its branches and set up as a flag pole. Prison palor has been changed to sunburn. Forty-five bronzed faces, ninety brown hands form a priceless testimonial to the healing powers of the greatest of alchemists, sunshine and fresh air. Sweat, the sweat of invigorating toil, has run down those bronzed faces. Blisters, marks of honorable labor, have been raised on the palms of those brown hands. Already pick and shovel have been applied to a one-mile stretch of hilly rural road that will be widened and graded before the first blizzard of winter sweeps down from the too generous north.

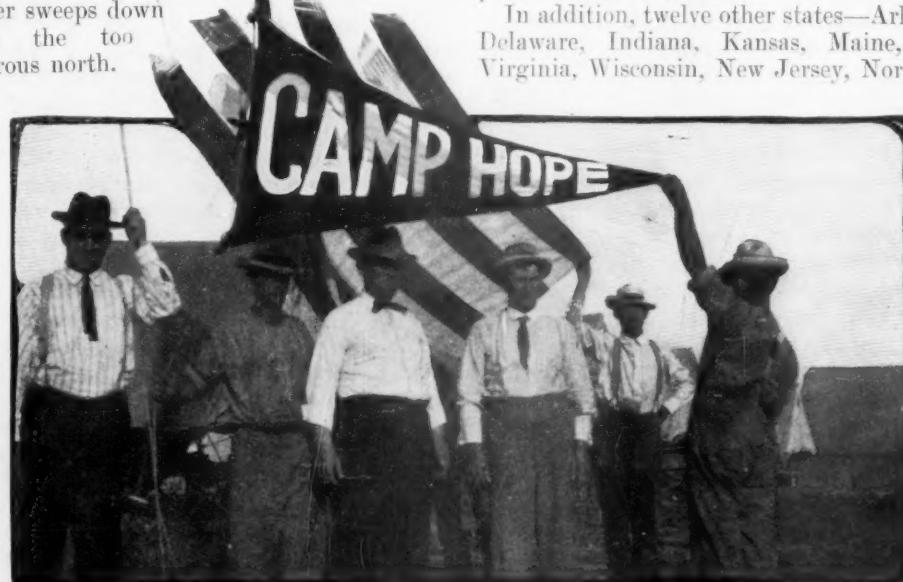
It is a day of rejoicing. There is to be a flag-raising. Gathered around the swaying staff of pine are the chosen of Allen, each wearing the black suit and boiled shirt of the law-respecting laboring man. Ninety hands grab a slender rope. There is a tug, a cheer and two banners are run up the pole. One is the flag of freedom, with thirteen stripes of alternate red and white and forty-eight stars on a field of blue. The other is a flag of faith, a blue pennant on which are inscribed in letters of white the words "CAMP HOPE."

The first convict honor camp—a camp without a leg iron, hand cuff, ball and chain or armed watchman—in the history of Illinois has been dedicated and hope has been kindled not only in the hearts of the forty-five participants in the flag raising, but also in the breasts of approximately nineteen hundred felons who, behind the bars at Joliet, are waiting the glorious day when the door will be opened for them and they too may go out into the sunshine.

So much for reminiscence.

Illinois is the ninth state of forty-eight commonwealths in the Union to adopt the honor system of convict road labor, following the lead of Colorado, the pioneer, and Utah, Montana, Wyoming, Washington, Oregon, New Mexico and Arizona. Georgia and New Mexico also work convicts on the state highways but employ armed guards to watch the felons and house the criminals in bull pens instead of tents.

In addition, twelve other states—Arkansas, Delaware, Indiana, Kansas, Maine, West Virginia, Wisconsin, New Jersey, North Da-



ILLINOIS CONVICTS RAISING THE FLAG AT CAMP HOPE.

kota, Vermont, Iowa and Pennsylvania—have passed laws allowing the use of convicts in the construction and repair of the highways during the past year.

The feasibility of convict labor on the highways was first shown in 1909, when a gang of prisoners from the Georgia state penitentiary built the road race course on the outskirts of Savannah. This circuit, dedicated to the gods of speed, proved to be one of the finest pieces of road in the country, although constructed at a very low cost.

Three years ago Thomas J. Tynan, an unknown commercial traveler, registered at the state penitentiary at Jefferson City, Colo. He was appointed a warden. He proved to be a miracle worker. Soon after his appointment he established the first honor camp in the United States. The story of his success as a penal reformer is written on the ledges of the Rocky mountains, which have been changed from tortuous trails to broad boulevards.

Tynan's achievement can be told in cold statistics. In three years he has worked over 1,000 prisoners on the roads of the state at a cost of 47½ cents per day per man. Fifteen hundred miles of road have been built or improved. Such figures prove his system an economic success. But he has accomplished something more. He has made manhood as well as money. He has built up prisoners both physically and morally. Over 80 per cent of his honor men who have been released on the completion of their sentence have made good. Less than 1 per cent of the 1,000 prisoners sent to road camps have violated their pledges by successful escape.

What Tynan has done, Allen hopes to do.

Camp Hope is still an experiment, although it has been in operation for more than two months now. Warden Allen is encouraged but not satisfied. Not until the doors of the prison are opened for the hundreds of convicts who have yet to have an opportunity to make good will he consider his ambitions fully realized. Camp Hope is but the foundation for a greater camp to be established eventually.

At the present time there are approximately 1,850 male prisoners serving time in the Joliet penitentiary. Of this number, only 250 convicts are engaged in outdoor occupations, laboring inside the mocking stockade of the stone yard. Of the remaining 1,600 felons, about 300 are considered hopelessly incorrigible by Warden Allen. They are defiant, desperate, untrustworthy. They

are neither remorseful nor desirous of reforming. If sent to a road camp, they would repudiate their oath, sacrifice their pals and make a break for liberty at the first opportunity. Another 500 men are indispensable cogs in the operative machinery of the institution. They could not be spared from the engine rooms, bakery and kitchens. But what of the remaining 800 prisoners, the well-meaning but despair-ridden fifty per cent, who are working in the broom, chair and shoe shops? Why are they not out in the open air improving the deplorable highways of the state instead of laboring methodically and uninspired in poorly lighted and inadequately ventilated workshops where spirit is broken, hope throttled, health impaired at little, if any, profit to society?

You will find the answer in the statutes of Illinois. The members of the state legislature, wrestling with a new problem and accepting inevitable penal reform with tolerance rather than sympathy, decreed, in the convict labor road law, that no prisoner owing the state five or more years could be worked on the highways. What an opportunity to roll a moss-covered stone from the doors of a tomb of living death the overly cautious law-makers overlooked!

As long as this unjust law remains upon the statute books, the lifer and long-term prisoner will continue to work and sleep, sleep and work, day after day in the stronghold of stone and steel, with no higher incentive to obey prison rules other than the fear of confinement in the solitary. When this law is repealed and a more just one substituted, they can go out into the sunshine and make good in the ranks of the honor men, with hope, instead of fear, spurring them on.

"It is Governor Dunne's ambition, as well as mine, to wipe the five-year restriction law from the statute books and replace it with a law that will give the lifer and the long-terminer a chance for his white alley," said Warden Allen to the writer recently. "The life prisoner, almost without exception, is the most trustworthy of all convicts. A lifer drives my motor car. A lifer sits at the desk in my outer office. A lifer waits upon me at my table. Any one of the three could walk off unchallenged, yet they never have violated the trust imposed in them. They have proven themselves worthy of the title and privileges of honor men, but the law specifies that these convicts cannot be sent to a road camp.

"I cannot help but sympathize with the lifer. He is cast in the same mould as you or I. I can look back and recall times when I would have committed the same crime as he is guilty of had I had a revolver in my pocket or a club in my hand. I clenched my fist and struck a blow, he pulled a trigger or wielded a club when crazed with anger. Temporarily insane when he killed, he was truly repentant ten minutes afterwards. Yet, because he was unfortunate enough to have a revolver or club when he was provoked



WARDEN ALLEN EATING WITH CONVICTS AT CAMP HOPE

to raise his hand, he is condemned to die within the walls of this penitentiary, to go out in a shroud unless pardoned before the end comes. Would it not be better for him and for society generally, to send him to a road camp, give him an opportunity to make good in the eyes of the very men whose law he has broken, make him a useful servant instead of a despondent parasite, prolong his life instead of shortening it?

"Governor Dunne is co-operating with me in a campaign for a more liberal law, a more humane law, a law that will permit the lifer to work in a road camp. There are obstacles in the way. There is the lobby. Professional road builders will fight any attempt that is made to increase the scope of convict labor on the highways. There are the old-school politicians, ever fearful of the consequences of any reform measure. There are the ignorant members of society who would regard the establishment of road camps throughout the state as an attempt to institute a reign of terror and put a premium on crime. You would be surprised if you

knew how many people there were that still cling to the belief in the antiquated fallacy, 'Once a crook, always a crook.'

"But I believe these obstacles can be overcome. We are preparing to overcome them now. The boys out at Camp Hope are entitled to a great deal of credit for what they have done in furthering this campaign of education. I knew that they would make good when I selected them, but I never dreamed that they would realize the responsibility that I placed upon their shoulders as they have. They know that if they fail, I fail and that if they make good, the men they left behind at Joliet may have a chance to make good, too. They have helped to create the atmosphere here that I hope to create, that atmosphere of hope that I know exists every time I walk through the yard and the men stop me to ask, 'How is the bunch getting along at Camp Hope, warden?'

"When I established Camp Hope, old-school penologists paid me a compliment by declaring, 'This Allen is as nutty as Tynan.' I guess they will recommend that I be ex-



TYPICAL
ILLINOIS
CONVICT
ROAD-
WORKER.

amined by alienists and committed to the hospital for the insane in the spring if I am allowed to carry out a plan I am now formulating. I aim to establish not one Camp Hope, with forty-five workers, but ten Camp Hopes with a total of five hundred laborers and to improve not one mile of road, but one hundred miles of highway.

"The camps will be established ten miles apart on a road connecting Springfield with some other city or town one hundred miles distant. My reason for selecting Springfield as one of the terminal points is because I wish to interest the members of the legislature in the work. I know of no better way to accomplish this than that of placing the camps and making improvements adjacent to the state capital, where the representatives and senators can inspect the camps and road work most easily and at least expense in time. I am confident that once the legislators see how feasible and profitable convict highway labor is, they will amend the present law and give Illinois a law without a restrictive clause, a law such as is now in force in Colorado. Then, and only then, will the lifers and long-terminers have a chance to make good, a chance that all men, law-breaking or law-abiding citizens, are entitled to have.

"We are fortunate in having a firm foundation on which to build for the future. Camp Hope has been a success, and I measure this success in other than material results. When I sent the forty-five men to Grand Detour, I asked myself this question, will the people of Illinois and other states give these convicts a chance when their terms are over? Two months ago, I feared a negative answer. I have received an affirmative one. Almost every day I receive letters from manufacturers and business men who write, 'Just as soon as a Camp Hope man completes his sentence, send him to me with a letter, stating that he was an honor prisoner, and I either will give him employment or help him get a job.' These men will not be forced to steal and rob in order to eat and sleep. They will never play the part of fall guys for detectives, who pick up ex-convicts for crimes others have committed and railroad them to prison to show superiors that they are on the job and earning their pay. With such co-operation, I could eventually depopulate the Joliet penitentiary. My one regret is that I have only forty-five men to recommend instead of ten times that number."

Warden Allen is a modest man. He does not pose as a revolutionist or reformer. "I

have only adopted Tynan's system, with some limitations," are the words with which he refuses a crown of praise. But he has done more than adopt the system of a contemporary penologist. He has adapted that system to conditions peculiar to Illinois and several other commonwealths who recruit the majority of their convicts from crime-infested cities of one million population or more. For that reason, Allen should be ranked with Tynan as a pioneer in penal reform.

The convicts of Colorado are of a different breed than the convicts of Illinois. The criminal elite of Joliet—Allen calls them his "high-class crooks"—look with disdain upon the felons of the western state and term them "boobs." The half-breeds, the Mexicans and petty offenders of which the Colorado convict camps are largely composed lack the finesse, the daring, the finer lawless instincts that have made the Chicago safe-cracker, gun man and queer passer, now boarding at the public's expense at Joliet, masters in their nefarious arts.

"I do not wish to appear as attempting to take any of Tynan's credit from him," Warden Allen said, "but I honestly believe that his task of selecting honor men for road work is much easier than mine. He deals with an entirely different class of criminals. Many of his men are not only ignorant, but are serving their first sentence. A large percentage of the prisoners at Joliet are either what I call 'smart crooks' or old offenders. They have been in stir so many times that they are homesick when they are out of prison. All their life they have taken advantage of other men's mistakes. I must be careful that I don't make a mistake that they can take advantage of. Although I am confident that the majority of these 'smart crooks' would appreciate my motive in sending them to a road camp and would keep their pledge even if they had no intention of reforming, I cannot select my honor men promiscuously for I have a lot of black sheep who could not resist the temptation of running away.

"There is another point to be considered in comparing conditions in Colorado and Illinois. Tynan works his men in isolated regions, in the mountains where a clean get-away is almost impossible. I must work my men near towns and cities where the members of the old gang to which the convict road worker belongs can assist him in making his escape and cover up his tracks so that his recapture cannot be effected. My judgment

in human nature is not infallible. I expect to pick honor men who have no honor. But I am going to exercise care in the picking in order that the number of violations of pledges and the attempted escapes may be reduced to the minimum.

"That is why the Illinois convict road system is still an experiment. I have put only forty-five men to the test. They have made good. But their splendid record may be spoiled when I increase the number of honor men to five hundred. I am not a skeptic but, again, I am not a prophet."

If ten Camp Hopes are as successful as one Camp Hope, if five hundred honor men prove as worthy of trust as forty-five already have, Warden Allen will have solved a problem not only for Illinois, but for New York, Pennsylvania, Massachusetts, Ohio, Missouri, Minnesota and California as well, for in these states the same conditions exist as in Illinois, where the high-class crook from the large city is an important and feared factor

in a liberal reform system such as Warden Allen favors.

A universal honor system of convict labor on the highway seems inevitable. Nine of the forty-eight states have already adopted it. They are giving the crooked man a chance to straighten out a crooked highway and a crooked life at the same time. Instead of meting out punishment to criminals, wardens like Tynan and Allen are working for the redemption of criminals, inspiring them with hope instead of fear. In their systems of convict road labor, the end and the means both are justified. I cannot help but feel that the intangible results, the means, are of greater value than the material results, the end.

The material results can be computed in the increased miles of public highway and the saving in dollars to the tax-payer. The intangible results cannot be estimated. Who can measure hope with a tape line and put a price on the saving of manhood?

Editor's Note—THE ROTARIAN is indebted to the courtesy of "Motor Age" for the article, "The Warden, the Convict and Good Roads," written for that magazine and first published in it.—C. R. P.



ILLINOIS CONVICTS LEAVING PRISON TO GO TO CAMP AT GRAND DETOUR.

Christianity and Rotary Ideals

By John O. Knutson

Secretary of the Sioux City Rotary Club

AM I my brother's keeper?"

Thus, by an evasive question, the conscience-stricken mortal attempts to justify an indifference towards his less fortunate brother. This attempt at justification, however, does not bring happiness, for happiness, which is the only real accomplishment in life, cannot be achieved except through a consciousness of duty done. Happiness is a relative term, and the measure of its realization depends upon the capacity of the individual to appreciate its real significance. No greater happiness can be realized than the satisfaction that comes from the application of the Golden Rule—not only in the lesser things of life, but throughout the world of sordid business.

In attempting to draw an analogy between the ideals of Rotary and the teachings of Christianity, I need but to call attention to the Christian injunction as expressed in the Golden Rule, "Do unto others as you would have them to do unto you," and the identical principle, expressed in other words, as found in the motto of Rotary "He profits most who serves best."

Rotary can only be appreciated in the light of evolution. Its name is accidental, and the unique organization that has developed around this name is but evidence of the tendency of the times which places emphasis upon the practicability of the application of the good old-fashioned virtues, even in the business world. The Rotarian principle is inevitable. Its development is not confined to Rotary clubs alone, but finds expression in the honest and sincere attempts of men engaged in business everywhere to perform real service.

The law of compensation is absolute. The trouble with many business men has been their inability to determine success by any other standard than that of the Almighty Dollar. The mere accumulation of money is not evidence of success, for how often have we not seen that its very presence brings cause for unhappiness? A desire for gain through unjust advantage is only an evidence of greed, and if that be the sole aim of the man of business, his gain cannot bring him real happiness, although it may appear to bring him enjoyment. We are

beginning to realize that we are not independent of one another.

"Seek ye first the Kingdom of God and His righteousness, and all these things shall be added unto you." Thus the Master spoke in approval of the accumulation of worldly goods. The promise is given that things needed in the realization of happiness in the world are but natural consequences if we first obey the Christian injunction to "Seek first the Kingdom of God."

It is not my purpose to discuss any theological proposition as such, but it seems to me that this portion of the Scripture has been too often misinterpreted. When speaking to His disciples on the subject of The Kingdom of Heaven, the Master is quoted as saying: "It is neither here nor there, but verily I say unto you, the Kingdom of Heaven is within you." The Kingdom of Heaven, therefore, appears to be something real, something tangible; not something to merely expect or look for in the hereafter—for it is "*within us*." What is this Kingdom if it is not all the noble, the true, the positive, the constructive qualities of which all normal persons are endowed. This "Kingdom of Heaven" finds its expression in love, faith, hope, and reverence, and in the qualities of integrity, sincerity, loyalty, industry, and so on. What is the injunction by the Master if not the injunction to us to "Seek out ourselves"—to develop these sterling qualities that make for character. The promise never fails of fulfillment—Happiness, and all that it involves will result in proportion to our sincere efforts to "Seek the Kingdom *within ourselves*."

Character is a force—it exerts influence, and influence begets trade. Our standing as business men in the community is determined by our character, and our character is nothing more nor less than a sum total of our qualities—good, bad or indifferent.

The Rotary club is an organization of business and professional men where the envy and jealousy of the competitor is unknown. This leaves the mind of the member free from the most common foe of free speech among business men, and the invitation to honest criticism and the honest attempt at the Ideal of Service makes Rotary

a most fertile ground for the cultivation of the undying principles known to us through the civilizing influence of Christianity.

It was frequently said in times past that to be successful in business a man could not practice the principles of Christianity, and it was more or less true. That, however, was because men did not seem to realize that Christianity is a principle to be applied daily, and not only a theory by which we could hope ultimately to avoid the flames of Hell, or gain the pearly gates of Heaven. It seems to have taken men a long time to realize that the mission of Christ on earth had as much to do with teaching men how to live as how to die. In fact, speaking in general terms, I believe I can safely say that this conception of Christianity is of strictly modern development, and it has been brought about largely by the discovery that it pays in temporal blessings to apply the Golden Rule, which embodies the most altruistic principle uttered by the Master.

This principle, applied to men in business as found now in Rotary, I dare say, would have been well nigh impossible a decade ago. The fact that it is possible now is one of the hopeful signs of the times, going a long way towards proving that the world is growing better. It is now understood among the majority of business men that a transaction that does not involve a profit to the buyer as well as to the seller is not only unethical, but decidedly unprofitable in the long run. We have emerged from the era when shrewd and questionable methods were permitted on the theory that "Business is Business," and we are beginning to discover that business is largely sentiment, and that friendship is one of the most tangible of business assets.

Rotary does not pose as claiming a monopoly of civic and commercial virtue. It stands ready at all times to co-operate in anything and everything for the common good.

One of the most beautiful sentiments ever written concerning the Rotary ideal was expressed by our Brother Perkins, which is as follows:

"Rotary is religion with another name. It is religion without symbols and signs; it has no mysteries, but many mercies to reveal. It is the new commercial conscience;

it parallels fundamental Christianity and lives creedless, but not loveless. It stoops to lift and sacrifices to share. Believing in men it, therefore, believes in God; and it affirms that no man can hold right relations with God and wrong relations with men. It is the new missioner to modern business, insisting that business must be, but that business must be right. Rotary is the rediscovery of the man as being more than the system; and its happiest contribution to the hour is its preaching that individualism finds its best and truest expression in social unity."

Just a few days ago a minister of one of the Sioux City churches came into my office and accosted me with the salutation: "How are you getting along in this wicked world of ours?" The suggestion of pessimism in the remark led me into a contemplation of this brother's view-point, and I took issue with him in a friendly discussion of about half an hour. This gentleman seemed to be firm in the conclusion that the whole world is considerably more wicked than ever before; and inasmuch as my little observation leads me to a decidedly contrary conclusion, I could not refrain from expressing myself to the effect that I could think of nothing more discouraging to one who is spending his life in the endeavor to elevate the human consciousness, than the discovery that he is constantly losing ground.

I believe if I were in his place, I should analyze the situation with special reference to my own view-point, and I think I would probably discover that there might be something wrong with my message. It is my opinion that humanity does not need the preacher so much for the purpose of calling attention to its wickedness, as to point out the possibilities and opportunities for improvement, and the ways and means for accomplishing it. The real message of Christianity, as I understand it, is not that we should "flee from the wrath to come" but rather "Seek first the Kingdom of God," and "Do unto others as ye would have others to do unto you." Our God is Love, and we reveal the Kingdom of God within us only to the extent that we love our fellow man.

THE ANNIVERSARY month in Rotary is February and this year the organizing of the first club will be celebrated by joint meetings all over Rotarandom. There must not be a single club left out. Division Vice-Presidents are requested to see to it that these joint meetings are held.

Advertising and Selling Goods

By Herbert G. Stockwell

President of Herbert G. Stockwell and Co., Certified Public Accountants, and
Member of the Philadelphia Rotary Club

MOST of us do not want to *do* business. We *think* that we do, but we interpret the doing of business to mean the obtaining of business without sincere and persistent *effort*. We like the profits from sales or emoluments from services, but we do not really want to put forth much effort to obtain the orders or perform the services.

We want the fruits, but we are not willing to do the digging, planting, and cultivating by which those fruits may be produced.

Every word and deed of a man tend to increase the knowledge of others concerning his character and ability.

Favorable or unfavorable as each impression may be, the persons receiving the impression know more about the man creating the impression than they did before the word was spoken or the act performed.

A smile or frown or glance of the eye may advertise to the beholder some additional trait or quality which may add to or detract from the formed estimate of character. In the broad sense of advertising we are continuously advertising our desirable or undesirable personalities to our friends, acquaintances, and to the public.

All speech and action may unconsciously promulgate or betray our individuality.

In the broad sense, we are all advertisers persistently pushing our claims for recognition from those with whom we come in contact. If I go to church, or take a walk, tell a funny story, or give a dime to a beggar, I advertise some one or more features of my character or temperament, which may affect my friends favorably or unfavorably in their estimate of me. But much of this self-advertisement is not intended.

In a narrower sense, advertising comprises all forms of publicity intentionally devised for the purpose of obtaining business. The scope of deliberate advertising is very large.

I may ask for business in the advertising section of the daily papers, or may purposely station myself in public places in order to attract attention—both forms of publicity advertise me.

Some of the methods of direct advertising of a business are as follows:

1. Newspapers, magazines, and periodicals.
2. Directories, time tables, theater programs.
3. Sign-boards, bill-boards, posters.
4. Electric signs and other moving mechanisms.
5. Circulars, catalogs, form letters, calendars.
6. Traveling and stationary exhibitions, show-windows.
7. Free samples.
8. Flags and banners.
9. Special agents to "introduce" goods.

The best form of advertisement is that furnished by the quality of goods sold or services rendered. If we could wait until our product or services commend us to the public, we would need no other publicity.

But we cannot wait. We are impatient for the time to arrive when people will know that our goods or services are desirable. Then, again, we are afraid that in waiting for our business to be constructed up-



"THE ADVERTISING MAN AND SALES MANAGER SHOULD CLASP HANDS IN THEIR JOINT WORK."

on unheralded merit our competitors may, by more direct methods, attract the custom which should be ours.

Few, indeed, are those who deny the advisability of setting up claims to recognition in some form or other. We all believe in advertising. We believe in it because we know that without it our chances for business success are very small.

The question constantly arising is not, "Shall we advertise?" but "How shall we advertise?" Every way may be the right way in certain cases and wrong in all others.

Every article of merchandise or service rendered speaks for or against itself to the extent that we are attracted toward that article or that service. If it attracts us to the point of buying, the advertising is successful.

We are now trying to apply scientific methods to business in all its branches. One purely scientific fact is that a straight line is the shortest distance between two points. Applying this rule to advertising, we naturally inquire, "What is the most direct route by which a man having an article to sell may reach the consciousness of the customer with his message?"

Some methods resemble zigzag lines; others, if traced, would show a complete encircling of the customer, involving wasted time and effort. The most direct way may not always be the shortest way; each case requires individual interpretation of what directness means. In some cases the approach must be made in easy stages and by routes not exactly air-line.

Even though not perfectly illustrating the shortest distance between two points mathematically considered, to be economical and effective the shortest methods employed must be the most direct possible in any given case.

Efforts to sell goods should be coupled with the advertising. The advertising man and the sales manager should clasp hands in their joint work.

It seems unnecessary to make this suggestion. One would think that the common interest which both have in the selling of the goods would draw the advertising man and the sales manager together.

In small concerns one man is at the head of both so-called departments, or, to speak more correctly, the man in charge of the distribution of the product attends as well to the advertising. In large concerns these positions become separated, and unless those at the head of each of the separated functions

work intelligently together, some of the work of each is wasted.

It is difficult to keep the hideous face of jealousy from appearing in any organization. Pride in the work that each does, and desire for recognition, often tempt the advertising manager and the sales manager to refrain from that cordiality and friendly interest in each other's work which would banish jealous inclinations.

These two men can do more joint work and can utilize their forces more harmoniously and to better advantage than any two other men in a manufacturing organization. Their sole aim is to increase the sale of the concern's product. The best advertising genius can do no more than that, nor can the best selling talent.

That both talents are necessary there is no doubt. One man may possess both, but in a large concern, especially in one carrying on a business of national importance, the sub-duties involved in both advertising and selling, with the administration of the various forces in both departments, are so numerous that each calls for the full strength of a strong man.

If the advertising is not properly attended to, the salesmen are unnecessarily handicapped. On the other hand, if the selling force is inefficient, the advertising department, though thoroughly equipped and intelligently operated, may be utterly unable to produce results.

Then, again, if the methods of distribution are not perfectly adapted to the goods produced, the advertising and selling talent of the men is wasted.

In one case an extensive advertising campaign was begun to tell the public about a new style of canned goods. Many thousands of dollars were spent in the newspapers all over the United States before any provision had been made for supplying the people with their goods. At the time this advertising was going on there was not over one retail grocer in every one hundred who had the goods in his store.

Can any one imagine a greater blunder? Ninety-nine grocers in every one hundred knew nothing about the goods, and, having no interest in selling them, sold something else to those who inquired for the goods advertised.

It does not seem possible that a mistake of this kind could be made, but when one examines some of the advertising expenses and how they are incurred, it is easy to see how

an enthusiastic, though untrained, advertising man can communicate enough of his enthusiasm to the proprietor to obtain his consent to the advertising campaign.

A more thoughtful man, of course, would have approached the advertising more cautiously, and would, at least, have assured himself that a fair proportion of the dealers had some, if only a few, samples in stock in each town advertised.

If he had co-operated with the sales manager and together they had laid their plans, it is probable that selected sections of the country would have been thoroughly prepared for the campaign before the full newspaper campaign had been commenced. The dealers would have been educated and goods sold to them section by section, until at the end a healthy business would have been the result,

instead of the flat failure which this incident illustrates.

That it would have been a success is reasonable to suppose when we remember that there is scarcely any article of merchandise whose sale may not be gradually increased through proper advertising.

If there is merit in the goods, they can be sold. It is not a matter of luck. Success is not obtained through some fortuitous circumstance which happened at the right time.

Deliberate, cold-blooded plans may be laid for the increase of the business of any concern in any line of business, and if intelligently planned and executed, the increase in the business will surely follow.

The problem to be solved in each case is the method to be employed, and this problem is one which is rarely solved perfectly.

Don't Be Too Sure, Los Angeles!



Out in Los Angeles there is a beautiful silver loving cup which the Los Angeles Rotarians carried away with them from the Buffalo Convention. They got this cup because they had the largest delegation (considering distance travelled) of any of the 77 clubs represented at Buffalo. The Los Angeles delegation will bring this cup to the 1914 Convention at Houston with the intention of proudly displaying it and then just as proudly taking it back to Los Angeles with them. Whether they will be permitted to do this or not depends upon the attendance from the other clubs. Philadelphia Rotary Club already has 16 men pledged to go to Houston. Other eastern cities are making similar preparations. Tacoma is creating a convention attendance fund with a contribution of \$25.00 from each member. There are indications that good sized delegations will come from the British Isles. The distance these delegates will have to travel will make even a small delegation a formidable competitor for the cup. If the Los Angeles Rotarians think that they are going to find it an easy task to return this cup to its present place of honor in Southern California, they may find themselves badly mistaken.



The Annual Exhibition of the Boston Rotary Club

By Ralph G. Wells, Secretary

The Boston Rotarians want all Rotarians and their friends to come to Boston and study this exhibition. It will be time and money well spent on the part of those who are able to accept the invitation.

ON JANUARY 22-23-24, 1914, the Boston Rotary Club will hold its second annual exhibition in Horticultural hall. While the display of goods is limited to members of the Boston club and perhaps one or two Rotarian manufacturers in nearby cities, it is planned to make this exhibition the occasion of a New England Rotary convention. Invitations have been extended to other Rotary clubs in the eastern Atlantic states to have delegates present at the Rotary meeting with which the exhibition is to be opened.

This opening meeting will be one of considerable importance from a Rotarian standpoint. International President Russell F. Greiner has accepted an invitation to be present and address the assembled delegation and it is expected that Robert H. Cornell, president of the Houston Rotary Club, will attend and tell of some of the plans that have been made for the 1914 convention. There will also be addresses by leading Boston business men and representatives of the city and state governments.

There will be two sessions to this meeting. One in the afternoon of Thursday, January 22nd which will be devoted chiefly to the consideration of plans for the extension of the Rotary movement in New England. Immediately following this session at 5 P. M. the exhibition will be opened formally with appropriate exercises and a buffet supper will be served in the lower floor of the hall. The second session of the convention will be held that evening and will consist of an informal reception to the guests of honor and visiting delegates. At the same time an opportunity will be given for a private view of the various exhibits.

Admission the first night will be by special invitation only, as the hall will not be opened to the public until Friday. Primarily, the exposition is intended for members and their friends, as admission at any time

is limited to those who hold complimentary tickets issued by club members.

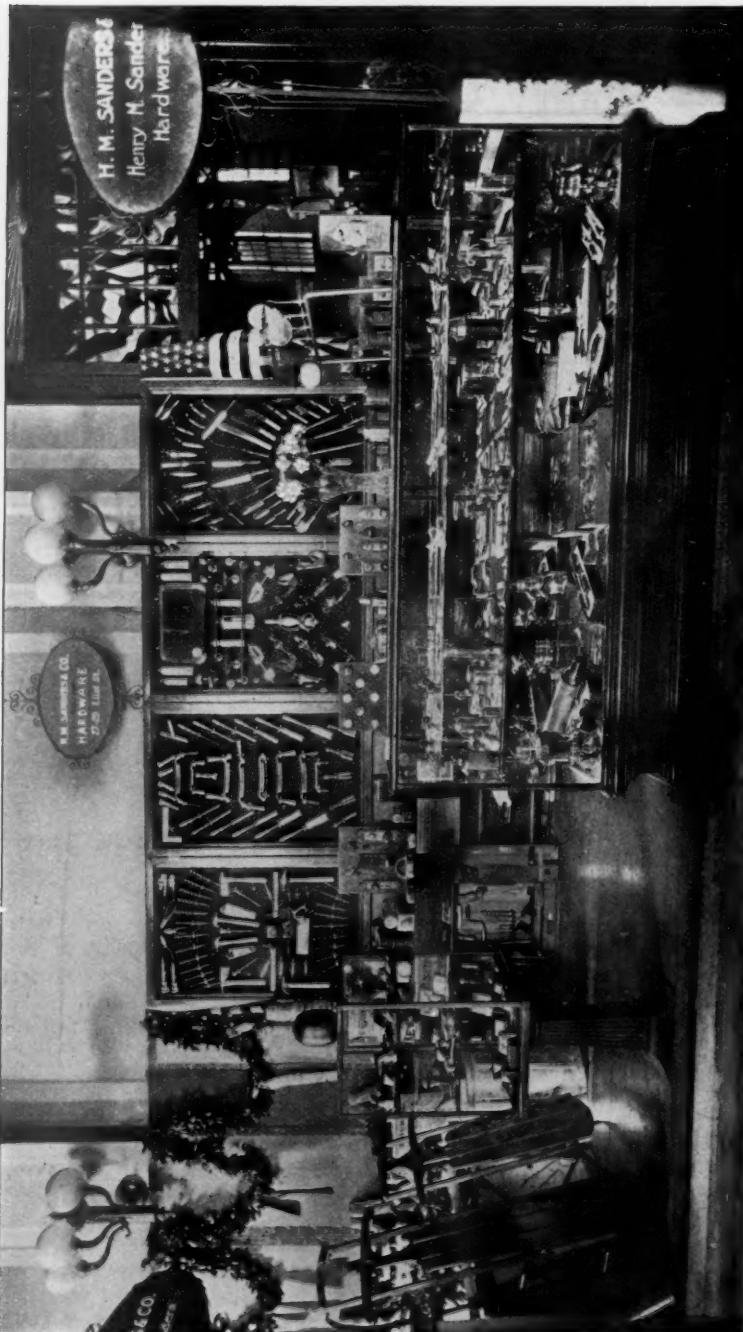
Practically every member of the club will make some form of exhibit which will show in the most interesting manner the nature of his business and the extent of the activities of his firm. As far as feasible, exhibitors will arrange working exhibits. As each member of the Rotary club represents a different line of business, or different class of goods in same line, there will be an immense variety of display. Horticultural hall, as may be seen from the floor plan, is well adapted to the holding of exhibits. With 150 booths artistically decorated and well arranged, ample opportunity for display is given.

Several novel features have been arranged. One is a cliff garden. This will be located on a wide balcony, built for this special purpose, along the entire length of one side of the main hall, artistically decorated with natural and artificial flowers, and lighted by concealed electric lights, and from it an excellent view of the exhibits below may be obtained.

Another feature of the show will be the grouping of the displays of allied lines. One entire room will be given over to printing, paper, and engraving trades, together with other lines of similar nature. Stationery, office equipment, and specialty men, will also be grouped together.

In one of the lower halls there will be a coöperative cafe operated by those members who manufacture or handle food stuffs, confectionery, ice cream, pastry, etc. This will be the only part of the exhibition where any selling will be allowed.

The floor of each booth will be covered with adamant flooring. White rails will separate the different booths and beautiful wrought iron standards of uniform design with gold lettered display cards in them will give the name of the member and the con-



BOOTH OF H. M. SAUNDERS, RETAIL MERCHANT, AT 1912 EXHIBITION OF THE ROTARY CLUB OF BOSTON.

be open for three days instead of two. While the exhibition itself will end Saturday night, the entire program of events scheduled in connection with it will not be completed until the following Monday night when the Rotary club will hold its annual banquet and informal dance in one of the larger rooms of Horticultural hall. At the close of this jovial gathering a souvenir will be presented to each one present, in the form of a gift box containing favors from every member of the club who took part in the exhibition.

From the experience last year it was as good as a second Christmas. These souvenir boxes give a wonderful chance for the families of the members to see what it is possible for them to obtain from their fellow members of Rotary.

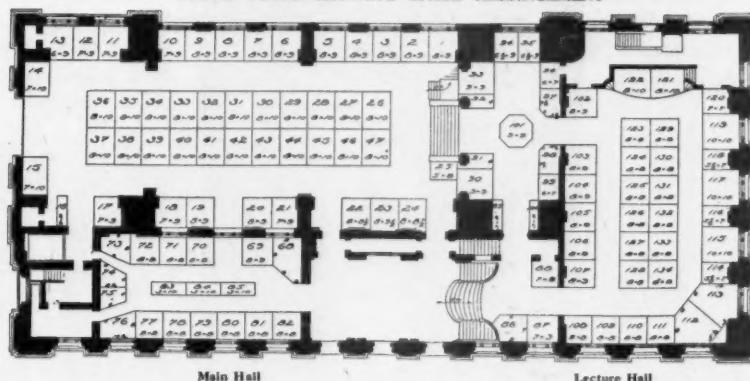
Such an exhibition as this is a very ambitious undertaking for a club of limited membership, but the advantage to the members is so great that the time and energy necessary to carry it

through is well expended. One of the duties of a Rotary club is to offer its members an opportunity to make themselves and their business better known to fellow members and to the public, and the Boston Rotary Club looks upon this exhibition as an unusual opportunity offered to strengthen their position with the consumers at a small cost. In fact,

cern which he represents. The dominating colors will be green and red profusely decorated with lights.

Last year over 8,000 visitors attended the first exhibition of the Boston Rotary Club. This year the club expects to have fully 15,000, owing to the fact that the last occasion was so successful and that this exhibition will

FLOOR PLANS SHOWING SPACE ARRANGEMENT



The illustration shows the arrangement of the main floor space. In addition, there is the balcony which has booths numbering from 48 to 67, inclusive, and the basement which has booths numbering from 135 to 153, inclusive.

it is much cheaper than the majority of exhibitions because the exhibitors here do not have to pay for any overhead charges or profits. The price charged for space is merely enough to carry the exhibition through without deficit.

For an undertaking of this kind, the Boston Rotary Club is perhaps more fortunately situated than many others. It has in its membership two of the most successful exhibition managers in the world—namely, Mr. E. W. Campbell and his brother, Chester I. Campbell. For many years they have made it their chief work to organize and conduct industrial and commercial exhibi-

tions on a large scale. Mr. E. W. Campbell is by training an architect and decorative designer. His success in this field led to the formation of the Atlantic Decorating Company of which he is president and general manager. This company has been very successful in decorating and handling fairs, expositions and similar events. Chester I. Campbell is well-known as the manager of many automobile shows, electrical shows and various industrial expositions of note.

Mr. E. W. Campbell has very kindly undertaken to do all of the decorating and take over the entire management of the technical side of the exhibition. For this the club is

PRICES FOR SPACE.

Based on Size and Location and Arranged According to Space Numbers.

\$15.00	\$20.00	\$25.00	\$30.00						\$35.00	\$40.00	
16	48	61	25	1	18	35	72	103	127	68	121
83	49	62	74	2	19	36	73	104	128	90	122
84	50	63	75	3	20	37	76	105	129	93	
85	51	64	96	4	21	38	77	106	130	112	
89	52	65	97	5	22	39	78	107	131	113	
91	53	66	98	6	23	40	79	108	132	142	
92	54	67	99	7	24	41	80	109	133	144	
100	55	114	141	8	26	42	81	110	134		
	56	116	146	9	27	43	82	111	138		
	57	118	147	10	28	44	86	115	139		
	58	120		11	29	45	87	117	140		
	59	143		12	30	46	88	119	148		
	60	145		13	31	47	94	123	149		
			14	32	69	95	124	150			
			15	33	70	101	125	151			
			17	34	71	102	126	152			
								153			

to pay him a lump sum. Thus at the very outset the successful management of the many details is assured. Practically all that remains is for the members of the club to select their space and arrange their individual exhibits. Those who desire may secure the services of Mr. Campbell and his staff in the arrangement of their display.

Each member after he selects his space signs a contract in which are specified plainly the rules and regulations of the exhibition. At the time of signing he pays one-half of the space rental and agrees to pay the balance on or before the 15th of December. In addition to furnishing space, the exhibition committee also agrees to furnish two chairs, suitable floor covering, a mahogany-finished, gold-lettered sign and a desk if desired.

The contract of the Atlantic Decorating Company calls for the completion of the decoration and arrangements for the exhibition before 9 A. M., Thursday, January 22nd. The exhibitors are then given from 9 A. M. until 5 P. M. in which to install their own goods and be ready for the official opening which occurs at 5 o'clock, Thursday afternoon. The exhibition closes Saturday night, January 24th, and the exhibitors must have their goods out by noon Monday.

A printed copy of the form of contract used will be sent to any Rotarian who desires it.

Arrangements have been made for special publicity on this exhibition which takes the form chiefly of a distribution of literature by members through their various mailing lists. There will also be some display advertising in the newspapers. By far the greater number of people who attend the exhibition are personal or business acquaintances of the members of the Rotary club and on account of the friendship existing between them and the members who have sent them complimentary tickets, every exhibitor is furnished an unusually good audience who come with a friendly feeling towards the Rotary club and all of its members.



H. P. PORTER,
Chairman, Ways and Means Committee,
Boston Rotary Exhibition.

On the other hand, there is a distinct advantage to the public and to those who attend in that it enables them to become acquainted with the life work of a group of men who are banded together for the sake of promoting the highest ideals in business. In the new roster which the club has just issued, the following appears:

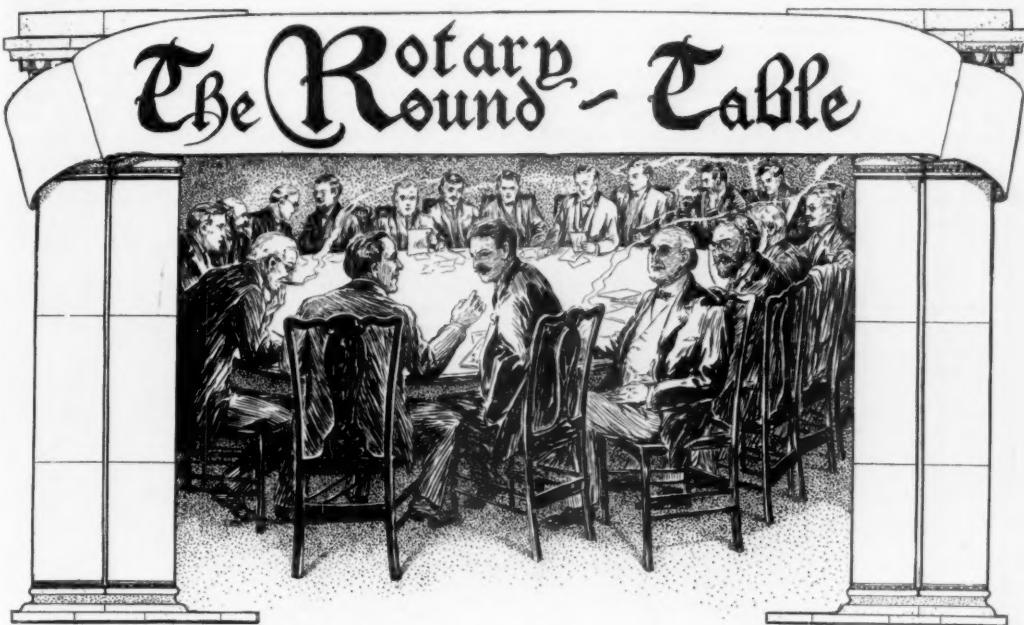
"Every Rotary club is an organization of representative business men, each chosen to represent a single line or profession. Membership is *prima facie* evidence of fitness and responsibility and carries with it an obligation to render the highest type of

service to all Rotarians, their friends and the public at large."

Mr. H. P. Porter, who is one of the most successful printers in New England and is especially prominent in various printing trade organizations, is chairman of the ways and means committee which has the exhibition in charge. He is assisted in this work by the members of his committee: Fred J. Adams, W. J. Brigham, Thomas G. Buckley, Chas. S. Proctor, Austin H. Decatur, M. A. Miller, Clifford P. Nutting, A. J. Oettinger, and also by J. F. Sherman, Norton P. Buck, James A. Stafford and E. C. Miller, who have been called in for special services.

In order to handle the various details of the work, Mr. Porter has appointed sub-committees on space, publicity, balcony, refreshments, entertainment and souvenirs. The regular club committee on publicity (consisting of A. W. Blackman, chairman, D. M. MacArthur, Henry M. Sanders, H. O. von Schuckmann and Irving E. Williams) has charge of the publicity work in connection with the exhibition.

To all Rotarians and their friends, wherever located, the Boston Rotary Club extends a hearty invitation to visit Boston at the time of this unique exposition and to become acquainted with its members and to participate in the special Rotary convention that will be held on the first day.



This Month's Topic: Attendance Required of Members.

One of the unique features of the Rotary club is its requirement that those who accept membership shall attend club luncheons and dinners under penalty of forfeiting their membership if they fail to attend. This is feasible in such a club as Rotary where only one representative of a line of business is admitted to membership at a time. In the Rotary club if a man does not live up to the obligations of his membership there is invariably another man in his line who is ready and willing to take his place.

Among the questions which may be discussed under the consideration of this topic are:

How often should a member be required to attend?

What may be considered a legitimate excuse?

What notice, if any, should be given to the absentees before forfeiture of membership is declared?

Should the agreement to attend meetings be prominently featured in the application blank?

If a forfeited membership is restored to a man, should any particular stunt be required of him upon his readmission to the club?

WOULD PERMIT FOUR CONSECUTIVE ABSENCES BUT NO MORE.

Members should not be permitted to be absent more than four consecutive weeks unless on account of illness or absence from the city.

If in the city, a member should not be permitted to be absent more than four consecutive weeks.

A legitimate excuse for non-attendance should be absence from the city, illness, or inability to attend, evidenced by telephone call or letter to the secretary.

Members should be notified by letter of their being liable to forfeiture at least one week before action is taken.

It is an excellent suggestion to prominently feature the requirements pertaining to attendance on the application blank.

A member after having been reinstated feels his position sufficiently keen without the necessity of going through some embarrassing stunt. *W. J. CHOWN, Secretary Rotary Club of Buffalo.*

CLUBS SHOULD TAKE FIRM STAND ON THE MATTER OF ATTENDANCE.

Attendance is the key-note of all Rotary activity and is the start in the chain of all benefit which can accrue to a member.

Attendance begets acquaintance,
Acquaintance begets friendship,
Friendship begets confidence,
Confidence begets business
is the shortest and fullest truism in Rotary.

A man who has large purchasing power, but who through the peculiar character of his business, is very busily engaged every noon hour such as a restauranteur or men who have to see the contracting trade at that time, but if active in club work and of proper standing in the community, should be given greater leeway than men who have no business excuse for not being at the luncheon.

The San Francisco Rotary Club has determined that a man should be at, at least three meetings out of any nine. This certainly seems reasonable enough and the constitution provides that the Board of Directors may at their option, remove a man who does not attend this number of meetings. Of course it is expected that men will attend more than this but a man who falls below this average should not be retained.

The clubs everywhere should take a firmer stand on the matter of attendance. Many causes are given but it is a significant thing that a man usually does what he wants to do despite almost any obstacle and if a man is not keenly interested enough in Rotary to want to come to the luncheons, he had better make room for some other man.

Some objections are made about luncheons not being satisfactory, sometimes with many absurd reasons. A man should go to the Rotary lunch for the purpose of meeting his fellows and he certainly can find sufficient on any menu, that is offered him, for his needs and he is probably better off if he eats less than is provided.

Other men find certain fault with the manner in which meetings are conducted. Yet a prize of \$10.00 offered for the best suggestion for the betterment of club meetings, in a certain club, brought forward a very few insignificant answers and a committee appointed to adjudge the award, stated they did not have the heart to ask the donor to subscribe the money.

In the older clubs some transition must take place and it is surely better that, if necessary, a club should largely decrease its members so as to come down to solid rock foundation of membership and then rebuild along proper lines. Younger clubs should guard carefully against the errors which the older ones have made and could not foresee or prevent as they were pioneers.

A man who enters Rotary should have the attendance feature firmly impressed upon him before he even pays his money. It is a hard habit to acquire to regularly attend meetings on a certain date each week but once acquired, it becomes second nature and one of the keenest pleasures in the business life. The club should try to make men see that it is not imposing a duty on them merely for the sake of compulsory attendance but that the very life of Rotary and the benefits that accrue from it, in all the ramifications that have been brought forward by the brightest minds in the movement, are dependent entirely upon the central feature of attendance.

There are certain seasons in the year when some man, or set of men may not be able to attend a single meeting. Certain men are called out of town at certain seasons. Other men are dependent upon the spring and summer trade. Others the holiday trade and still others are extremely busy during the harvest season, and at such times it is not to be expected that every man can attend.

But with these exceptions, to sum the subject up, "attendance is the axle upon which Rotary revolves and without it, the wheel will fall to the ground and break."

H. R. BASFORD, *Member San Francisco Rotary Club.*

LAST SEPTEMBER SECRETARY ROGERS WROTE THIS OF THE S. F. PLAN.

There are many respects in which our club is far from perfect, but we have at least one provision in our constitution which I think is the best I have heard in its class. Our constitution provides that a man must attend at least three meetings out of every consecutive nine meetings.

If you were to count last Tuesday as meeting No. 1, then it would be required that he should not miss three or more out of the nine consecutive meetings, including this first meeting.

If he comply with the requirements in this respect, the same provision applies to the next nine meetings, beginning with the second above mentioned and so on through the year. The meeting that is No. 2 for the first nine is No. 1 for the second nine—the meeting that is No. 3 for the first nine becomes No. 1 for the third nine, etc.

This gives far greater flexibility and permits necessity to keep a member away for a considerable period and yet comply with the requirements of attending three out of nine.

If there is any discussion of this point going on, I think that it might be well for you to submit this plan to those who are discussing it.

This plan also permits the board of directors to cancel membership at any meeting because any particular meeting is the 9th meeting of a series extending back eight meetings preceding it.

R. R. ROGERS, *Rotary Club of San Francisco.*

CHANGING THE SUBJECT FOR A MOMENT.

Are You Emulating the Rotary Club of Cincinnati by Working With Your Chamber of Commerce?

Mr. John H. Dickerson, President The Rotary Club,
J. B. Moos Company, Cincinnati.

Mr. Dear Mr. Dickerson:

I desire to take this occasion on behalf of the Chamber of Commerce, to thank you, and through you, the entire Rotary club for the splendid support they gave to last night's meeting. The spirit

shown by your organization of a willingness to help any Association which is trying to accomplish something, is not only most laudable, but should be made to permeate our entire community.

I knew the Rotary club was composed exclusively of "live wires" but I do not think I ever so fully appreciated that splendid organization as I did last night. In saying this, I am but echoing the many expressions heard from our members, and I can assure you of their high appreciation of the cordial expression your presence exemplified.

I wish to add further my own personal appreciation to that of our membership. With best wishes for you and the "Rotarians," I remain, Yours very truly,

W. C. CULKINS,
Executive Secretary.

A MATHEMATICAL DEMONSTRATION OF ROTARIANISM.

ROTARY ALGEBRA.

(C. FYWECNGED BY R. R. ROGERS.)

You + Rotary = Acquaintances.
Acquaintances + Luncheons = Friendships.
Friendships + More Luncheons = Confidence.

High Quality + Right Price + Real Service = Rotary Merchandise.
Honesty + Efficiency + Enthusiasm = Rotary Personality.
(Personality + Friendships + Confidence) \times Membership = Rotary Influence.

HENCE:

Rotary Personality + Rotary Influence + Rotary Merchandise = Rotarianism.

(A skeleton of what Secretary Rogers of San Francisco sees in Rotary and by the same token a handy frame-work on which to build up an address (of any length) on Rotarianism.)

A HELPFUL METHOD OF ADVERTISING IN ROTARY.

The C. W. Hill Chemical Company of the Los Angeles Rotary Club got out a four page folder on which they pasted a picture of each member of their club, clipped from the roster, instead of inserting his name and address. It started off: "You (the picture) can not do business with us. Why? Because you don't use CHEMICALS in your business. You can tell your *architect* to specify"—and then they went on down the list from the baker to the plumber, giving suggestions of what each line could buy from them. A sample of this folder can undoubtedly be obtained from Rotarian C. W. Hill.

ROUND TABLE TOPIC FOR FEBRUARY: THE MEMBERSHIP BADGE.

What kind of membership badge should be worn at the meetings?
Should it include the business or profession as well as the name?
Should it be large enough to be readable across the table?
Should it be even larger so that it may be read across the room?
Who should be responsible for the safe-keeping of the badges—the secretary or the individual members?

NEW YEAR GREETINGS FROM PRESIDENT GREINER.

To all Rotary clubs and all Rotarians everywhere President Russell F. Greiner sends his best wishes for prosperity and happiness during 1914.

By his direction the following cablegram was sent to each Rotary club of Great Britain and Ireland:

"President Greiner sends (name of city) Rotarians Christmas greetings from ten thousand Rotarians of North America.—Perry."

The Oakland (California) Rotary Club Ladies' Night

By common impulse the Oakland Rotarians recently held "A Big Rodeo" and gathered the ladies together by subtle offers of "grand prizes." The rooms adjacent to the luncheon room were filled with carefully arranged exhibits of the wares of members of the club. The ladies were taken through the display parlors and after they were seated, and no longer had the exhibits in view, they were told to write down from memory the names of all the exhibits with the names of the exhibitors to the best of their ability. The successful contestant received a \$25.00 prize.



This is exhibit "A" and shows our happy crowd at the luncheon tables.



This is exhibit "B" and shows one of the exhibit parlors with goods on display.



This is exhibit "C" and was one of the most interesting of the exhibits, including the "Venus de Milo" (properly draped) and a huge bottle of port opposite.



This is exhibit "D" and requires a word or two of explanation. The four human figures who were induced to pose for several minutes in imitation of wax figures, were not what they seem. The young lady in the foreground is the efficient forewoman of Byron Rutley's ladies' tailoring department. The other young lady is the artistic engineer of Lynne Stanley's haberdashery, who matches ties with complexions (male). The lad in the silk tie is former Vice-President Dave Perkins. He is playing the Sherman & Clay Victrola with one hand and demonstrating a Burroughs Adding machine with the other. Speaking of "Burroughs" reminds me that it is our secretary's kid in Schleuter's basket. We would suggest that our secretary wait until he gets another basket—not try to put them all in one, you know, and that sort of thing.

Anyway, it was a great exhibit and a happy night.

To change the subject for a moment: Two weeks ago Rev. A. W. Palmer, minister of Plymouth Church, won the "Week of Boost," so by unanimous consent, instead of a regular weekly luncheon it was resolved to hold a dinner at Plymouth Center for Rotarians and their guests—a percentage of the receipts going to the church.

The dinner was accordingly held—a real Thanksgiving dinner—good enough to coax the most hardened old back-slid into the fold again. About two hundred attended, doubtless including many who had not looked a church in the face for years.

Mr. Palmer gave a very interesting illustrated lecture upon the civic and economic conditions of European cities, of which he has recently made a first hand study.

Robert Robertson, our ex-president, was present and launched a few more of his Scotch stories. The members were delighted to see him back after his long illness.

H. C. MONTGOMERY, *Assoc. Ed.*

CLASSIFIED DIRECTORY OF PROFESSIONAL MEN IN ROTARY

CERTIFIED PUBLIC ACCOUNTANTS

Chicago, Ill., Edward E. Gore.
824 Monadnock Bldg. Phone Harrison 1232.

Jacksonville, Fla., Thos. C. Hutchinson.
511-512 Dyal-Upchurch Bldg. Phone 312.

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830 Lumber Exchange. Phone N. W. Main 47.

New Orleans, La., Chas. E. Wermuth.
718-720 Hennen Bldg. Phone Main 4232.

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ARCHITECTS

Camden, N. J., Moffett & Stewart, Inc.
Jessup Building. Phone Bell 1535.

ATTORNEYS-AT-LAW

Buffalo, N. Y., Botsford & Lytle.
834 Prudential Building.

Camden, N. J., William G. Hodgson.
548 Federal St. Bell Phone 957.

Chicago, Ill., Harris, Dodds and Kagy.
1817 Unity Bldg. Phone Central 2018.

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54-55 Wiggins Block. Phone Main 413.

Cleveland, Ohio, Weed, Miller & Rothenberg.
702 Engineers Bldg. Phones Main 4107 Cen. 489-W.

Columbus, Ohio, Bennett & Westfall.
8 East Long Street. Main 5411.

Dayton, Ohio, Lee Warren James.
509-516 U. B. Bldg. Phones Bell M. 601, U. S. 2601.

Duluth, Minn., Frank E. Randall.
606-10 Providence Bldg. Phones: Grand 746, Melr. 726.

Indianapolis, Ind., Pickens, Cox & Conder.
Chamber of Commerce.

Jacksonville, Fla., D. H. Doig.
Dyall-Upchurch Bldg. Phone Bell 304.

New Orleans, La., H. W. Robinson.
226-229 Hennen Building. Phone Main 4005.

Oklahoma City, Okla., Bennett & Pope.
1018-1020 Coleord Bldg. Phone Walnut 4776.

Omaha, Neb., Harley G. Moorhead.
632-634 Brandeis Theatre Building.

Peoria, Ill., McRoberts, Morgan & Zimmerman.
319 Main Street. Phone Main 585.

Philadelphia, Pa., Glenn C. Mead.
818 Real Estate Trust Building.

Portland, Ore., Estes Snedecor.
726 Corbett Bldg. Phone Marshall 1256.

San Francisco, Calif., Carlos P. Griffin.
704 Pacific Bldg. Patents. Corporations.

San Diego, Calif., Gordon L. Gray.
416-418 Union Bldg. Phones, Home 4160, Main 416.

Seattle, Wash., E. L. Skeel.
1008 Alaska Building. Phone Main 6511.

Spokane, Wash., Lawrence Jack.
610 Hyde Block. Phone Main 3008.

Toledo, O., Frank L. Mulholland.
1311-17 The Nicholas Bldg.

Winnipeg, Man., A. W. Morley, LL. B.
601 McArthur Bldg. P. O. Box 1432. Phone Main 228.

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Kansas City, Mo., Arthur C. Brown.
1216 Commerce Bldg.

Philadelphia, Pa., Howson & Howson.
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Toronto, Ont., H. J. S. Dennison.
Star Bldg., 18 King St. W.

ATTORNEYS-AT-LAW (Accounts and Adjustments)

Buffalo, N. Y., Allan N. MacNabb.
644-46 Marine National Bank Bldg.

Philadelphia, Pa., Archibald Todd Johnson.
818 Real Estate Trust Bldg. Phone Filbert 46-35.

DENTISTS

Cleveland, Ohio, Dr. William O. Haldy.
811 Schofield Bldg. Phone Main 1859.

Chicago, Ill., Dr. Will R. Neff.
Suite 1112 Republic Bldg. Phone Harrison 1820.

Louisville, Ky., Albert B. Weaver.
Atherton Bldg. City 566, Main 596.

OSTEOPATHS

Boston, Mass., Dr. Alexander F. McWilliams.
Hunting Chambers, 36 Huntington Ave.

Chicago, Ill., Dr. Ernest R. Proctor.
27 Monroe St., (Goddard Bldg.) Phone Central 5240.

Los Angeles, Calif., Dr. Edw. Strong Merrill.
304 O. T. Johnson Bldg. Phones A2193 Main 1049.

New Orleans, La., Dr. Henry Tete.
1117 Maison-Blanche Bldg. Phone Main 4722.

St. Louis, Mo., Dr. Homer Edward Bailey.
229-32 Frisco Bldg., Ninth and Olive Streets.

PHYSICIANS AND SURGEONS

Buffalo, N. Y., Charles H. Andrews.
588 West Delavan Ave. Phone North 882.

Cleveland, Ohio, Dr. A. Clynton Scott.
6523 Euclid Ave. Phone East 2698J.

Denver, Colo., Dr. Chas. A. Ellis.
Albany Hotel. Phone Main 5454.

Los Angeles, Calif., W. F. Traughber.
707-8 Hollingsworth Bldg., Main 1687, F. 7114.

Omaha, Neb., T. J. Dwyer, M. D.
Creighton Bld.

Portland, Oregon, Ben L. Norden, M. D.
528 Medical Building. Phones Main 1089, A5312.

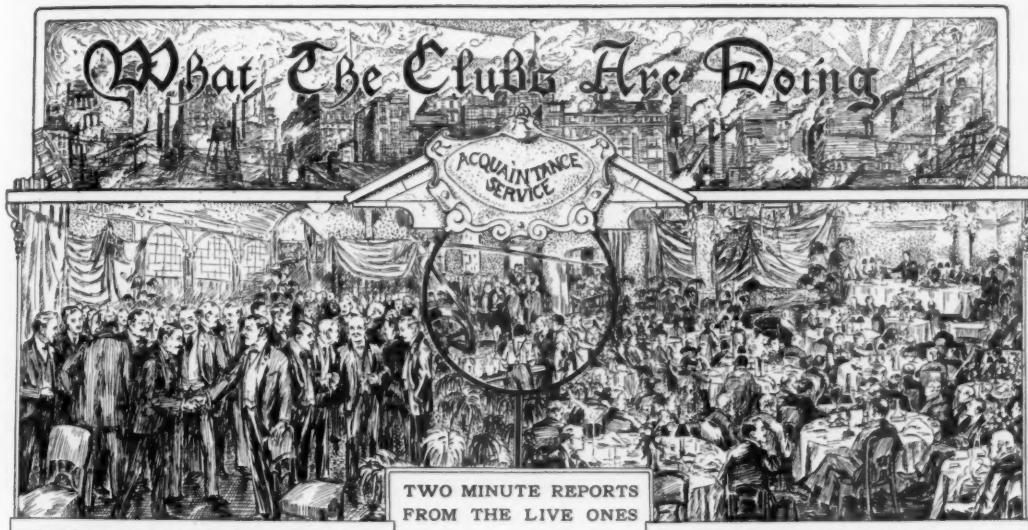
San Francisco, Cal., Dr. Chester H. Woolsey.
350 Post Street. Douglas 2222. (Hrs. 1 to 4.)

UNDERTAKERS

Chicago, Ill., Arntzen, Inc.
810 North Clark St. Auto Ambulances and Hearses.

Philadelphia, Pa., Armstrong & Son.
Funeral Directors. 1600 Columbia Av. Poplar 6030.

Winnipeg, Man., Clark-Leatherdale Co., Ltd.
Funeral Directors. 232 Kennedy St. Main 822.



CLUBS OF THE UNITED STATES

ALBANY (N. Y.).



The Albany club is thriving with many business men anxious to become members. One enthusiastic Albanian remarked that he would gladly give one hundred dollars for the privilege of lunching with the Rotarians each Friday and listening to the music and the three-minute talks. Many Albany Rotarians, who prior to becoming members could not be induced to stand up and acknowledge an introduction, have gotten over stage-fright and can now address their fellow members and guests like old time barnstormers.

The members must be on the alert at all times, for they do not know when President Ben V. Smith will spring something on them.

Irving Walker of the Albany Ice Cream Company treated the members on November 21st with a fine talk, and predicted that with the rapid strides Albany is now making and through the medium of the Panama and Barge Canals, greater Albany would have a population of one million.

Mr. Walker claims to manufacture the best cold product in the country, and to convince the Albany Rotarians at the luncheon had ice cream in the form of battleships placed before each member for dessert. All pronounced it the best except the patriarch who got a paraffine battleship—that was a case of trying to get even for the roasting Mr. Walker got in "Who's Who," a booklet that was sprung on the members at the luncheon November 14th.

Henry J. Cowles, a new star in the spouting constellation, entertained the assemblage with a history of the Victrola and also told of the several processes of manufacture that the records go through before being placed on the market.

Mr. Ambrose Boylan, a new member who represents the oldest business house in Albany, was called upon to tell what he knew about art. The members tried to rattle him, but he was equal to the occasion and met all jibes with repartee.

Mr. Clifford D. Eldridge, a member of the Worcester (Mass.) Rotary Club, was a guest at the luncheon of November 29.

M. V. DOLAN, *Assoc. Ed.*

ATLANTA (Ga.).



The Rotary club of this city, though less than six months old, is becoming a power in Atlanta. Its influence is being felt in every branch of civic life. The Atlanta Chamber of Commerce, which has just elected officers for the ensuing year, chose its first vice-president, its second vice-president, its fifth vice-president and four out of twelve members of the board of directors from Rotarian ranks.

When Atlanta decided a couple of weeks ago to raise a quarter of a million dollars to refound old Oglethorpe University in this city—the biggest educational project that has been undertaken in this generation in the south—Ivan E. Allen, or

ganizer of the Rotary club in Atlanta and chairman of its board of directors, was called on to take command of the general Oglethorpe committee. Under Mr. Allen's active direction, over half the sum has already been raised, and the success of the project is assured. Rotarianism has made good here.

While engaged in the hardest kind of work along lines of civic growth, the Rotary club has had time for social diversions, and the Rotary club Thanksgiving banquet in the Piedmont banquet hall was in many respects the most remarkable of its kind in the history of Atlanta. It was formal and elaborate and was attended by about 50 couples. The place cards were corsage bouquets for the ladies and original pen-and-ink cartoon likenesses for the men. As souvenirs from various individual members of the club, the ladies were given the handsome handpainted plates on which the main course of the dinner was served; they were presented with the individual coffee pots from which their after-dinner coffee was poured, and were given the handsome brass and cut glass candlesticks which helped ornament the table.

In addition to these and many other valuable souvenirs, the tables which were arranged in the form of the spokes of a Rotary wheel with the president's table as the hub, were decorated beautifully with fresh cut roses.

W. B. SEABROOK, *Assoc. Ed.*

ALLENTOWN (Penn.).

There is a Rotary Club at Allentown, Pa. It has been there for sometime. Headquarters helped organize it. We don't get their application for affiliation. If you have any influence there, tell them to start off the new year right.

The President is—Richard W. Iobst, 534 Hamilton St.

The Secretary is—G. Frank Tifft, c/o Bradstreets.

AUSTIN (Texas).



If any Rotarian club in the United States had any special nervous tremor running through its club rooms on November 7, there was no special cause for alarm and it is given notice now that the same was not due to any earthquake. On the contrary it was in all likelihood merely an echo from the grand reunion of the San Antonio and Austin Rotary clubs on that date when the Austin club journeyed to San Antonio by special invitation of the San Antonio Rotary Club to "rise and report progress" as it were.

A little less than a year ago a "special guard" of the San Antonio club came to Austin and organized the Rotary club here and naturally the father club wanted to know how its offspring was getting along. The dutiful son—in fact some

thirty odd of them—obeyed the summons to the father's house where the fatted calf as well as the fatted turkey awaited the glorious hour of reunion and merry making which took place at the St. Anthony hotel.

The Austin club arose and reported progress by announcing a membership of fifty odd (secured in less than a year) of the most loyal Rotarians on earth. Papa San Antonio promptly announced that it was proud of its son and would let the hour of the home-coming be one of great joy and merry-making and such in very truth it was. An excellent banquet, much speech making and mutual boost and felicitations made the occasion a memorable one and upon separating that night the son asked papa to come over soon and see how things were in Austin. The invitation was accepted. It is now the intention of the Austin club to revive some old Texas history in the matter of its association with its San Antonio parent. Said history centers around a prominent lawyer and politician of early days in Texas named Tom Ochiltree. Tom's father took him under his wing to make a lawyer out of him and as an encouragement hung out a sign over his law office reading "Ochiltree and Ochiltree" thereby making Tom a full partner. The father was called to a neighboring town on business and was absent several days and upon his return was somewhat horrified to note that the sign had been changed to read "Tom Ochiltree and Father." When asked for an explanation Tom replied that he was so young and husky that he thought it well for him to be in the front. Thus it is thought with all due respect and love for its father, the Austin club's one aim from now on will be to acquire at least as large if not a larger membership than San Antonio realizing that a full partnership or even a change of the sign all in the interest of Rotarianism in central and west Texas means much for one and all.

At its weekly meeting on November 21st the Austin club bought the first Red Cross stamp offered for sale here, giving \$15.00 for it. The club has interested itself in numerous public undertakings recently and has excited interest and attention to its weekly meetings and general line of action that has been most fruitful of general approval.

In his general work of developing the club President Rather has a most excellent corps of assistants in David Harrell, Albert Stelfox, Fred Rightor, Fred Fisher, Thad Franks and L. A. Robbins.

A. G. SMOOT, *Assoc. Ed.*

BINGHAMTON (N. Y.).



The success, and no fatalities, of the Seward Gilmore fried chicken supper with waiters of all nationalities, stirred up many Rotarians to demand that their genius for cooking have a show. So Brother Bump, F. S., Rubber Stamp Togerst, Hide and Leather Bigler, Dr. Pullem Bond, Sure Shot Disinger, Fire and Failure

Lickenstein, Babe Brownlow, Strong Sprong and Net Cash Wolfe were given a chance to have their names recorded in the Hall of Fame. It was certainly a meal not to remind one of the kind mother used to make. "Mother" never saw such a meal. It was not a meal for women and children but for strong men inured to everything, with digestions tried and true. It was a meal to build a man up, to stimulate him to love of country and going to war with Mexico or anything else that's at large and impudent to your Uncle Sam. It was a meal to make a man thoughtful and resolve to lead a better life, as, like the piglets on the bill of fare, he knows not what may happen before morning. Upwards of a hundred Rotarians discussed the following items and called for more till there wasn't any more:

Gebratenes Schwein, Garnirt	
Geruherte Kartoffeln	
Kartoffel Salat	Sauer Kraut
Dill Gurken	Salami Wurst
	Schweizer Kase
Schwartz Brod	Braun Brod
Kafe	Souvenir de Rotary
	Apfel Wein
	Rauchen

The Rotary theater party at a local theater assembled about 150 Rotarians including attachments (permanent or temporary) and annexes.

A dinner-dance or a dance-dinner is scheduled for January under the management of one of our gifted social leaders. W. F. SEWARD, *Assoc. Ed.*

BIRMINGHAM (Ala.).

The Birmingham Rotary Club is now generally recognized as one of the liveliest and most progressive clubs in the South. When the club gets behind a civic movement, the public recognizes the "heft."

The luncheons continue to attract and hold the membership. Nearly a hundred representative business men gather there and are just big boys for an hour. To promote still better acquaintanceship hereafter, notices of the luncheon will be printed on white and blue paper, in equal numbers. Each recipient must bring his notice and pair with a Rotarian who holds the other color.

"Button, button, who's got the button?" is an interesting feature of the luncheons.

A Rotarian head of a big clothing house has supplied each member with an individual button, and the club has decreed that it must be worn at all gatherings. The penalty is the donation of a quarter to the charity fund. No guilty man escapes as the collector passes down the line. Consequently, the button, which is somewhat smaller than the bottom of a half pint cup is "much worn," as the lady society editor would say.

JOHN SPARROW, *Assoc. Ed.*

BOSTON (Mass.).



The Boston Rotary Club at the present time is head over heels with work for the coming exposition. From our special article on this, you will see that the plans laid out require a vast amount of work. We are selling spaces like hot cakes.

The plans, as outlined in last month's issue of THE ROTARIAN, for our luncheons have proved their worth by the increase in attendance.

Our secretary, Mr. Ralph G. Wells, has just returned from a trip through the Middle Atlantic states and the south and speaks with a great deal of enthusiasm about the growth of Rotary and the treatment he received in the different cities.

We have issued a new roster which has been mailed to the secretaries of all cities. Those who have by any chance not received one, kindly notify Mr. Wells. W. C. RICHMOND, *Assoc. Ed.*

BROOKLYN (N. Y.).

The club got started a year ago and then had a reorganization and we expected their application for affiliation long before this. Somebody in New York or New Jersey or Pennsylvania had better drop in and see how they are getting along.

The President is—Chas. A. Angell, 190 Montague St.

The Secretary is—C. H. Bainbridge, 150 Montague St.

BUFFALO (N. Y.).



Buffalo and Rochester Rotarians united in good fellowship and promise of greater inter-city co-operation at a merry banquet at the Hotel Statler. The joint spirit of friendship and wholesome exchange of trade and professional ideas—the true basis of Rotary—found lively expression during an evening replete with fun features.

About 100 members of the Rochester Rotary Club came to Buffalo in a special train. They were met at the Exchange street station at six o'clock by about twice as many members of the Buffalo Rotary Club and escorted to the Statler, parading through Main street behind a band. At the hotel the two clubs formed in line of twos and marched into the lobby, band and all. Then it commenced.

First of all a big flock of toy balloons was loosed through the hotel to advertise the fact that the Queen City and the Flower City were united in the Rotarian spirit. All hands skylarked in wholesome fashion to the amusement of other hotel guests before going in to dinner.

The beautifully decorated banquet hall was crowded from one end to the other when the 300 and more Rotarians sat down to eat and continue their merrymaking. The balconies were utilized for the big overflow of tables.

There was a din of noise for a few minutes when a number of ingenious noise-making devices were discovered at every plate. This gave way later to concerted song and more subdued hilarity and the evening toned down at the finish to some wholesome talk from the speakers of the evening. Every diner was furnished with a red fez and plenty of Buffalo and Rochester streamers.

David C. Howard, president of the Rotary Club of Buffalo, welcomed the Rochester men to the city in a brief and witty talk. Robert M. Searle,

president of the Rochester Chamber of Commerce then gave a talk on "Modern Business," pointing out the benefits to be derived from Rotary fellowship.

"Modern business has got to the point where there is too much fish in efficiency and too much con in economy," he said. "What modern business needs is a spirit of co-operation and optimism. It should follow the teachings of the Golden Rule."

Speaking on "Sunshine," Rev. E. L. Waldorf, pastor of Plymouth M. E. Church, of this city, advised Rotarians to keep up the atmosphere of friendly good-fellowship and to bring the sunshine of kind words into the dark spots of business life.

Other speakers were Richard C. O'Keefe, secretary of the Buffalo Chamber of Commerce; Rowland B. Woodward, secretary of the Rochester Chamber of Commerce; Elmer J. Walters, manager of the Shubert Theatre of Rochester; Christopher G. Grauer, vice-president of the Buffalo Rotary Club; Seth C. Carpenter, president of the Rochester organization, and others.

It was announced by Toastmaster Howard that all speeches would be marked by the buzzing of a buzzer at the end of thirteen minutes, and that if the speaker persisted, a gong would ring two minutes later as a signal to the sergeant-at-arms to conduct the persistent one to exterior darkness. It was not necessary to use the gong and buzzer.

Mrs. Harry House Griffin and Frederick True sang solos and an orchestra furnished accompaniment to many lusty choruses during the evening. The Rochester men were introduced to "Count Carl Von Meyer," a distinguished German nobleman—"tis said—who entertained them with a witty monologue for a while.

When the Rochester delegation left at midnight they were loud in their praises of Buffalo's hospitality. The visit was in return to one made to Rochester last February by the Buffalo Rotarians.

—The Buffalo Commercial.

CAMDEN (N. J.)



The new reinforced concrete building of the J. D. Johnson Co. was dedicated the night of December 2nd in a fitting manner by the members of the Camden Rotary Club and their women guests. H. Lewis Goerlich, the manager, was the host of the evening, ably assisted by Mrs. Goerlich.

Dinner was served on the second floor of the building, where the tables were arranged in true Rotary style—the long tables representing the spokes and a center table at which sat the spokesman of the evening and his family the hub of the wheel. The family included, besides Mr. and Mrs. Goerlich, Mr. and Mrs. Hunter, Mr. Harry Goerlich and Miss Florence Mires. After an informal reception had been held the dinner was served, followed by a short business session.

It was the first annual election of the local Rotary club. Nominations had been made at the November meeting and the election held last night was for officers to serve for the ensuing year.

The following were elected: Ralph D. Baker, president, succeeding himself; Joshua C. Haines, vice-president, succeeding William E. Morgenweck; William A. Stewart, secretary, succeeding William Cline, and B. F. Schroeder, treasurer, to fill a new office.

For the four members of the board of directors whose terms expired there was a lively contest. There were ten candidates and these four were elected for a three-year term: William E. Morgenweck, Edward A. Preisendanz, Allen Jarvis and Sig. Schoenagle. *HUBERT H. PFEIL, Assoc. Ed.*

CHICAGO (Ill.)



November was an active and successful month in the Chicago Rotary Club. There has been a noticeable increase in attendance at our weekly luncheons and a growing enthusiasm.

At our evening meeting early in November we were fortunate in having with us Hon. William McKinley, speaker of the House of Representatives for Illinois. He gave us a very interesting talk on the subject of how a house is organized and how laws are made. At this meeting a new guessing contest and acquaintance stunt was inaugurated. The pictures of twenty Rotarians were placed on a letter-sized sheet without name or business and three prizes offered to those who could name the greatest number and correctly assign the business of each one. The result was very interesting and in some instances rather amusing. The member who won the first prize had every name correct and business properly assigned, and two others came within one or two of a clean score.

We had the pleasure of having a goodly number of visitors during the month including Rotarian Gilbert Y. Tickle of Liverpool, England, Rotarian Westover of Houston and Rotarian Chapman of Portland who was here representing Portland interests at the annual land show.

Merry Christmas and a Happy New Year to all Rotarians everywhere.

L. F. BAECHLE, Assoc. Ed.

CINCINNATI (Ohio).



An illustration of the interest Rotary clubs are taking in civic affairs is found in the recent approval by the Cincinnati Rotary Club of a plan proposed by the Council of Social Agencies of Cincinnati, representing a number of social serv-

ice organizations, for working a large reform in the handling of divorce and juvenile cases and all matters pertaining to family relations.

The plan is to create a new court to be known as a Court of Domestic Relations, to be presided over by one of the nine judges of the Common Pleas Court, now elected; this judge to give his time to this work instead of the present plan of dividing the work up among a number of the judges.

This court would cover work done by the police, insolvency, common pleas and juvenile courts now handling various phases of the problem.

The increased part which the Cincinnati Rotary Club is taking in civic affairs has again been demonstrated in the active part played by the club in the entertainment of the National Housing Conference in Cincinnati, December 3rd to 5th, and attended by men and women prominent in the better housing movement from all parts of the country. President John H. Dickerson appointed a special committee, consisting of F. G. Curry, Bert Alexander and Gerson J. Brown, to act with the General Entertainment Committee made up of representatives from some twenty-seven organizations. Mr. Curry's committee was on hand to help receive the delegates and visitors, among whom was former president, William Howard Taft. The committee was also represented at several of the meetings and the big banquet which closed the conference.

On November 18th a delegation from the Cincinnati club attended the gathering of the Ohio Rotary clubs at Toledo, called for the purpose of considering a state organization. Cincinnati opposed the movement and President John H. Dickerson gave several reasons for his opposition. He said that the club would rather favor the holding of occasional conferences but did not see the need of a permanent state organization. Gerson J. Brown, one of the delegates, delivered a boosters address for Cincinnati and invited the clubs to hold an "Acquaintance Gathering" in the Queen City.

What can be done by interesting the ladies in the noon-day luncheons was demonstrated on December 4th. To make the attendance a record-breaker the secretary enlisted their help. A few days previous to the luncheon a large card printed in red was mailed to the home of each Rotarian with instructions attached for the Mrs. Rotarian, to kindly place same next to the breakfast plate of "hubby" the morning of the luncheon. The card read: "ROTARY LUNCHEON TODAY—DO YOURSELF A FAVOR—ATTEND." Then the madam was requested to call up Mr. Man about 11:30, again reminding him of the luncheon. And to "top off" the stunt she was informed that a souvenir was to be given out on that day intended for her, and to be sure and ask for it in the evening. The attendance on December 4th was close to the 200 mark.

In addition to the loose leaf desk directory of the Cincinnati club, a vest pocket edition has just been sent out, donated by Rotarian L. W. Leonard of The Kemper-Thomas Company, manufacturers of advertising novelties. The booklet is an excellent production and speaks well as an advertisement for the firm of Kemper-Thomas. Rotarian Leonard took a live interest in the sectional work at the Buffalo convention.

Another "Ladies Night" will be held shortly

after the holidays. The committee, Jos. D. Engelbert chairman, is hard at work, and a successful entertainment is assured.

CARL DEHONEY, *Assoc. Ed.*

CLEVELAND (Ohio).



One of the worst storms that ever struck Cleveland in the remembrance of the oldest settlers, seriously interfered with the installation of the new officers of the Cleveland Rotary Club on Monday evening, November 10th. Street car traffic was tied up, and very few main thoroughfares were clear of snow for the passage of automobiles.

In spite of this unusual handicap and the fact that business in general was closed down for the day, 50 members were present and their enthusiasm made up for the absent ones. It was a remarkable showing under such adverse conditions.

At this meeting the new officers mentioned in the last number of *THE ROTARIAN* were to be installed. President Queisser was on the job as usual, to turn over the gavel to his successor, Mr. Arch C. Klumph. The hour of the dinner arrived, but none of the new officers appeared, with the exception of the new secretary, Mr. H. O. Leinard, and the new treasurer, Mr. John P. Witt. The balance were snow-bound in various parts of the city.

The newly elected president, Mr. Arch C. Klumph, started at two o'clock in the afternoon from his summer home west of Cleveland. After tramping through snow-drifts up to his waist, he reached the car line eight miles distant from the centre of the city, which he found was not in operation. Again taking up his journey afoot for a number of miles, he secured a horse and wagon and was carried part of the distance, reaching the meeting completely worn out at eleven o'clock, just as the club was disbanding. Having been nine hours on the way, President Klumph holds the championship belt at 150 pounds ringside, for nerve in his endeavor to make the Rotary meeting on time. (Los Angeles papers please copy.)

The splendid work accomplished by Past President Queisser who held the gavel the past year, will never be forgotten by the Cleveland club. His interest and enthusiasm in Rotary matters has been a great help to the Cleveland club. Accepting the presidency at a time when energetic work was most essential in leading the organization to larger and better things, he accomplished splendid results. His efficient committees helped him greatly in this direction. Not only by his work as an organizer, but through his personal enthusiasm and through the new ideas he injected into the Cleveland club, he has proven his ability to handle the office which he filled for the past year.

Mr. Frank L. Mulholland, an International Di

rector and Vice President of the Toledo Rotary Club, was the speaker at the December Monthly banquet and entertainment held at the Statler (Rotarian) Hotel Monday, December 8th. The meeting was attended by 195 Rotarians, who expressed their appreciation of talk by Mr. Muholand. The speaker made a splendid address on "The Spirit of Rotary."

C. N. LANDON, *Assoc. Ed.*

DALLAS (Texas).



The past month has been an extraordinary one for the Dallas Rotary Club. It was marked by at least two events out of the humdrum of weekly luncheons.

One was a visit of 130 of our members and their ladies to Fort Worth on Thanksgiving Day. They went over on the interurban in special cars provided with the compliments of Mr. Merriwether of the Dallas Consolidated Electric Street Railway Company. With flags and pennants flying and a band to escort them, they proceeded to the Westbrook Hotel for supper and then visited the Horse Show at the Coliseum. It was a most delightful trip.

The second affair was a banquet given to the members of the club and their ladies by Col. Otto Herold, manager of the Oriental Hotel, and member of the club. Mr. Herold had the club as his guests a year ago and at that time expressed the wish that in 1913 he would be able to entertain a membership twice as large. His hope was more than fulfilled and out of his gratification and generosity, Col. Herold extended an invitation to the club to be his guests again in 1914 and expressed a hope that at that time the attendance would again be doubled.

If any of the clubs have never had any entertainments with the ladies as their guests, we would suggest that they have thereby failed to enjoy one of the greatest privileges and delights of Rotarian fellowship. Try it and see if this is not true.

LAWRENCE MILLER, *Assoc. Ed.*

DAVENPORT (Iowa).



The regular Monday luncheon, December 1st, was transferred to the Commercial club, where the members assimilated a duck dinner prepared by Steward Beck. The meeting was enlivened by several rounds of rapid-fire two-minute talks from the "S" section, interspersed with copious vocalies from the hymn-book.

Secretary Becker distributed the new roster, its compact completeness eliciting many pleasing encomiums. Of the loose-leaf style, 60 of the 156 leaves are devoted to Rotary information, and 96 to the "beauty section," in which the flower of

Davenport's masculine pulchritude is for the first time submitted to the gaze of the public. Beginning the new year, twenty new faces will be added to this comely galaxy.

President Charlie Huber appointed W. H. Korn L. M. Marks, W. T. Waterman, H. K. Spencer and E. K. Putnam to arrange for the third annual Christmas entertainment. In bygone years, during the yuletide rush, Santa Claus, unfortunately, has overlooked many deserving youngsters while racing his reindeers to bestow his priceless gifts. Many have hungered an acquaintance with the chubby good cheer dispenser. And here is where the good Rotarian rings in—with his Christmas bells. The Davenport Rotary Club, acting with the Ladies Industrial Relief Association, invites several hundred children to Joe Lisey's theatre on Christmas morning to enjoy music, movies and a Christmas tree. Volunteer Rotarian Santas distribute presents to expectant and bewildered youngsters, scattering sunshine where most needed. A big event for the kiddies, but bigger for the grownups!

W. L. PURCELL, *Assoc. Ed.*

DAYTON (Ohio).

Our club has started the year with a fine spirit. Our new officers have put their shoulders to the wheel and our meetings are growing in interest and attendance. During the past month we have elected quite a number of new members and all of them promise to become excellent Rotarians.

One of the best stunts we have had for getting the members acquainted has been our "Who Knows the Most Rotarians" contest. At our meetings the president has selected two members of the club and these members have been taken charge of by a committee and are taken around the room to different members and asked to give the person's name, the classification in Rotary, the location and the firm name. This contest is still on and the Rotarian scoring the highest number of points, it is rumored, will be given a valuable prize. This contest has been a revelation to many of our members who thought they knew every member in the club, and it has promoted an incentive for the members to get acquainted and find out about the other fellow.

On November 18th about twenty-five of our members attended a meeting of the Ohio clubs at Toledo. All of the members who went on the trip are loud in their praises of the hospitality of the Toledo members and report a splendid meeting.

W. E. HARBOTTLE, *Assoc. Ed.*

DENVER (Colo.).



We're beaten back in many a fray,
But never strength we borrow,
And, where the vanguard camps today,
The rear shall rest tomorrow.

I am sure that many Denver Rotarians borrowed strength from our International President, Russell F. Greiner, during his visit in our city last month, and are now plowing ahead with a much broader view of Rotary.

Denver is truly honored by his most welcome visit, and Mr. Greiner leaves many friends here in this city of the Golden West. He was only with us for a short twenty-four hours, but during that time lived up to his reputation as a professional hand-shaker.

The evening was spent at our annual election banquet at the Adams Hotel, at which Mr. Greiner delivered one of the best talks that has ever been given before the Denver Rotary Club. He gave us more ideas on Rotary than we ever knew existed. There were also short talks by several of our own members and members of the Pueblo club, who were our guests at the banquet. The Pueblo bunch certainly showed the Rotary spirit by coming to Denver twenty strong in their own special car. It would be hard to find a livelier bunch of live-wires than the twenty men who were present from our sister city.

Thanks for the success of the banquet is due President Hitchings, who did himself proud as the toast master of the evening; Charles Adams, who gave us a dandy meal and Messrs. Turner, Cleaver, and Ellis, who were the committee that arranged everything. To Mr. Valentine of the Park Floral Company is also due much thanks for the beautiful floral decorations that he furnished.

The three directors elected for the next three years were Messrs. Cleaver, Whitley and Ellis.

GEORGE E. TURNER, *Assoc. Ed.*

DES MOINES (Iowa).



At our annual ladies night meeting which was held on November 20th, we pulled-off a stunt that I believe will be interesting to some of the brethren.

As each lady came up stairs to the reception room, she was handed a card which contained the picture of one of the members of the Rotary club, who was to be her partner to dinner, and it was up to her to find him and introduce herself. The first five minutes after being seated at the table was to be devoted to her telling him of her husband's business, and the second five minutes to his telling her of his business.

We find that at each meeting it is necessary to have some stunt of this kind in order to get everybody acquainted. Otherwise those who are already acquainted are very liable to get together in cliques.

Our meeting of November 20th was pronounced by the members as the best in the history of our club, and the arrangement perhaps may interest some of the brethren for it proved to be an excellent stunt. We had our tables arranged so that from ten to fifteen people were seated at each table. These tables were numbered and a card placed at each table instructing those seated at the table to form a sub-Rotary club, and to elect their chairman. During the course of the evening each table was called upon to pull off some stunt, and a prize was awarded to the table that got the greatest applause.

These two things, with music by soloists and by

the Des Moines Rotary quartette, and a lantern slide lecture which was developed by the officers of the club and given by the president using "The Club as WE SEE IT" as the subject, were the features of the evening.

Our annual election occurs in the middle of January, and this meeting was the last big session pulled off by the present officers.

O. R. McDONALD, *Sec'y.*

DETROIT (Mich.).



Club letters for the first issue of the New Year probably will in a great many instances be a resume of the past and a prophecy of the future. The Detroit Rotary Club is proud of the progress of the past year, and very hopeful and thoroughly optimistic regarding the future. The attendance at our weekly meetings has increased an even fifty per cent, the best indication of the healthy condition of the club, for we believe that the basis of success in this organization is in regular attendance.

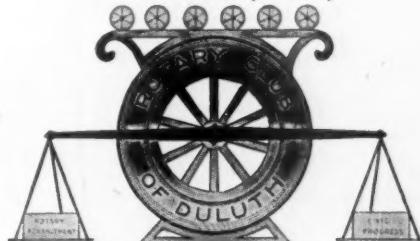
The officers of the club have endeavored to stimulate the interest in Rotary by varying the program of the weekly meetings, some weeks being devoted exclusively to "booster programs" with which nearly all the clubs are familiar, and other meetings being set aside for speakers of either local or national prominence, who have a message that is of interest to our membership. Both kinds of programs have the same average attendance, and it is the mixing of the style of programs that keeps the members actively interested throughout the year.

We held our annual election in November and Alonzo P. Ewing of the Detroit City Gas Co. was chosen president for the coming year. Installation of new officers will take place at the second meeting in January, and plans are already being mapped out for the continued success and growth of our club.

The Detroit Rotary Club extends to the officers of the International Association and to all officers and members of affiliated Rotary clubs, best wishes for 1914. May it prove the biggest and best year that Rotary has ever known.

ELTON F. HASCALL, *Assoc. Ed.*

DULUTH (Minn.).



This time on the calendar naturally leads to a kind of mental process dealing specifically with the last year and the year to come. The Duluth

Rotary Club feels that it can look back on the last year with a feeling of pride, and forward to that just beginning with a feeling of confidence. Which state of mind is to be explained as follows:

In the year that has slipped away the Duluth Rotary Club has grown to a position of recognized prominence in Duluth civic affairs. It has proved that it is not merely interested in such matters, but that it is a vital and active force in their development. Our work for the betterment of highways, not only in Duluth but in the surrounding territory, has borne some fruit, and promises to bear yet more, and furthermore it is getting us favorable attention in the smaller cities of this, the richest county in the United States.

Then there has been the Rotary club's work for better government in the city and better conditions for the people, and all told we have had a finger in every bit of work for Duluth that has been started or carried on during the year.

Our home products dinner and exhibit was strictly a Rotarian affair, and it won us all kinds of praise and congratulations.

Of more recent and specific date we may mention the simply bully meeting we had in the Soo passenger depot, where we were served with dinner for 105 people by the dining car service of the Soo line, and found it excellent. George A. Sherwood, general agent for the Soo in Duluth, was toastmaster, and among the speakers and visitors were J. P. Gehrey, city passenger agent for the Soo; Robert Chubb, Duluth agent for the Western Express Company; H. M. Lewis of St. Paul, assistant general passenger agent; P. E. McDonald of Chicago, general superintendent of the Western Express Company; S. A. Davis of St. Paul, superintendent; W. W. Winters of St. Paul, route agent, and W. B. McIntosh of Marquette, Mich., route agent. The Scottish Rite Quartette, led by Prof. A. M. Custance, furnished music for the meeting.

We've had a little fun during the year, too, the last instance of which occurred in connection with the marriage of Roy Burke, one of our good Rotarians. Roy thought he was going to steal a march on us, but we beat him out by stealing Roy himself. He was seized immediately after the ceremony, just as he was leaving the house; was bound, gagged, and placed on a stretcher and carried to a local morgue, where he was formally "laid out" until he agreed to make up for his treachery by generous patronage of the Holland hotel dining room in the company of his captors.

Another event of the last few weeks was the meeting at the Commercial club where we were addressed by Allen D. Albert of Minneapolis on "The True Meaning of Rotarianism." There was a big attendance, including a large delegation from Superior. Brother Albert's talk was thoroughly appreciated, and he was voted a thorough-going Rotarian by all present.

Just a glance into the year to come! President Frank E. Randall is authority for the prediction that Rotarianism in Duluth is going to see a better year even than the one just gone, and that means it will be some year. He bases his prediction on the facts that membership in the club is growing, the "non-solicitation" rule operating to bring in only the really live men of the city, and that the attendance at the Rotary meetings is increasing instead of diminishing. We aren't going to mix into polities, as such, but we are going to keep our eye on city affairs, and when we see some-

thing that is bad for Duluth, we are going to get busy to root it out. And likewise, when we see something that would be good for Duluth, we are going after it. We've done it before, and we know by experience that we can do it some more.

So here's to a prosperous, busy and successful year to every Rotary votary.

What's been done has been done;
What's to come—is to come,
We'll "put in our best licks,"
Taking praises or kicks
With a "thank you," or laugh,
For no other, by half,
Is our equal or peer.
So—Here's to the New Year.

WILLIAM F. HENRY, *Assoc. Ed.*

ERIE (Penn.).

Was organized in good style several months ago with Division Vice-President Pfeiffer presiding. For some reason they don't seem to be in any hurry to affiliate. They ought to be induced to start the new year right.

The President is—W. Pitt Gifford, Masonic Bldg.
The Secretary is—A. M. Cassel, Liebel Block.

FORT WORTH (Texas).

Present—60; out of town—2; absent—9.

That is the attendance record at the last meeting of the Fort Worth Rotary Club. It will be still better at the next meeting.

How did we do it? Listen! The membership of the Fort Worth Rotary Club has been divided into two halves, one half designated as the Tigers and the other half the Goats. The Goats and Tigers are waxing a warm fight in an attendance campaign. The roll is called and the result announced at each meeting. On January 1st, the side having the most perfect percentage of attendance during the period of the contest will enjoy at the expense of the losing faction a hearty meal, the losers to personally act as waiters at the function.

Pride is stimulating each and every member of each side to bring forth a full attendance. Schemes and plans of every kind are being worked. Let a man miss a meeting and he will receive some ten or twenty telephone calls, a dozen or two letters, and perhaps as many personal visits.

Last week each Tiger, through the courtesy of the Postal Telegraph Company's manager who is a Tiger, received a telegram, delivered by the regular messenger, signed for in the regular way—the message dated at Tigerville and signed by O. U. Tiger.

Here is a sample of the message written by the Tigers:

Dear Sir:

You are the most prominent, most successful, and largest jeweler in the Fort Worth Rotary Club. Now don't get swelled up—Stop and think a minute—are you not the only jeweler in the organization? But that is not the point. The point is—you are a TIGER. The TIGERS are proud of YOU; but we will be still prouder when we hear you answer "here" to the roll call FRIDAY, 12:15 o'clock, at the Westbrook Hotel.

Tigerly yours,

We have held our second meeting during the contest. Judging from the results so far and the steam that is being generated, it would be useless to predict the real outcome of the contest.

H. C. BURKE, JR., *Assoc. Ed.*

GALVESTON (Texas).

With the announcement recently made that one session of the convention of the International Association of Rotary Clubs, which meets in Houston

in June, would be held in Galveston the local club began making preparations for the event. It is the plan to have the nominations for officers and the selection of the next meeting place of the convention made at the session in this city on Wednesday afternoon of convention week. In this connection Judge Ed F. Harris of the Galveston club has been named a member of the Houston executive committee in charge of convention arrangements.

Beginning with the first meeting in December the flag of the Galveston club has flown from the staff at Hotel Galvez each Wednesday, the regular luncheon day. The Galveston club isn't sure, but it believes that it is the first Rotary club to have an official flag. The flag is 5 by 7 feet of white with the club emblem in navy blue in the center.

A. L. PERKINS, *Assoc. Ed.*

HARRISBURG (Pa.).



The first meetings of November and December were in John Menger's restaurant—stage set for lunch—so he called it—I thought it a turkey dinner. Acts—stunt first—first name, fined if you don't, no escape for our sergeant-at-arms, John Menger, coming down the aisle under three hundred pounds pressure with the words "Come across" was fate. I kept still. Stunt two—appointing ten to call on ten—good act and productive of much good feeling. Stunt three—Dr. Sam Shope offering prize to the thirteenth man to shake his hand and call him "Sammie." Some of you Denver Rotarians met Sam at the something or other convention of doctors, etc., there this fall. Just to show you that he did not take you in particularly, Sam is an oculist of considerable repute here. He goes as he stands, four square to the world. He has all sorts of machinery for eye examination. Still, personally, I cannot quite believe that he can read a man's past life from the rear of his eye ball.

There were several other stunts followed by a letter from Fred Dreher now regaining health near Houston; an endorsement of Seattle's action concerning Alaska's coal lands and a resolution from ex-president Robinson that we not only heartily support the new Business Men's League, which is about to take the place of our old Board of Trade, but also any organization designed to bring about civic betterment.

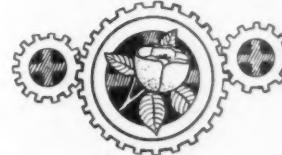
The second meeting of November was held in Rother's furniture emporium with A. W. Moul, the manager, as host. Mr. Moul made a splendid speech describing the business, one of the best local speeches we have had. At the invitation of the club, William H. Lough, vice-president of the Alexander Hamilton Institute of New York gave an address on "Why Business Attracts Brains."

On November 25th the Rotary club was invited by the Board of Trade to meet with it at a noon luncheon to hear Connie Mack tell how a winning baseball team can help a city. It was a

good talk. No wonder the Athletics win pennants. They cannot help it.

W. SHERMAN STEELE, *Assoc. Ed.*

HOUSTON (Texas).



Following the delightful Hallowe'en party by "the House of Henry," the November night meeting and Thanksgiving banquet was in charge of the "House of Charles" (from I to XIV). Brother Gillespie made a hit as toastmaster, and the addresses by State Senator Charles Hume, and Rotarian Ben Milam, of Dallas, were enjoyed to the fullest.

Now a special committee, expected to "raise Ned," has the ladies' Christmas tree party in charge, in the beautiful Rice Hotel ball-room, December 27th. "Some" program is anticipated from the "Eds" of the club and the ladies' Christmas affair should go down as the best ever in the history of the Houston club. A Rotarian baby show is planned, starting at 4 p. m. on the evening of the banquet, the dinner to start promptly at 6:30 o'clock. Judge Edward F. Harris of the Galveston club has been secured for the typical Rotary address, to be supplemented by other addresses and special music, in which our own George Edward Emanuel Doscher will figure prominently. In addition to prizes to be awarded to the prettiest boy and girl babies, healthiest, fattest, biggest, blondest, darkest complexioned, best behaved, etc., there will be a Christmas tree for the Rotarian babies entered in the contest. A large Christmas tree for the ladies with holiday souvenirs from Rotarian business houses, will be a feature of the banquet. An absolutely unique roll call for the particular benefit of the ladies will be introduced at the December night meeting. The ladies themselves are to figure in the program—but that's the surprise!

Recent technical talks have been on "Gas Appliances," by Rotarian S. S. Patterson of the Pittsburgh Water Heater Co.; "National Water-Ways" by Brother Currie; "Personality in Business," by Mr. Harry Tipper of New York, advertising manager of the Texas Company; and the "Income Tax Law" by C. M. Malone of the Bankers' Trust Co. Many interesting contests of a varied nature and unique stunts in the automatic roll-call have enlivened the club's activity at its weekly luncheons. Attendance for the past two months has been slightly in excess of an average of 200.

Houston Rotarians made their second annual pilgrimage to St. Paul's Church as guests of Rotary Parson Sam R. Hay. A large turn-out and a delightful sermon featured the day. Just as Dr. Ross of Buffalo is remembered by the many Rotarians who listened to his splendid Rotary sermon on the opening Sunday of the convention last summer, so will the lasting impression of our own Dr. Hay be next June.

Everybody is working, and the various committees are alert and "on the job" for the fifth annual convention, June 21-26. A bazaar is to be held by the Rotary club for a full week in Feb-

ruary, and a minstrel show with strictly local Rotary talent is planned for March. The local club's inner circle of "Hundred Pointers" are also having quite a little to say on "the material side" of the convention planning.

Brother George M. Woodward, remembered at the Buffalo convention as Chairman of the Real Estate section, is now secretary of the Houston club, vice Herbert C. May resigned.

A handsome loose-leaf, illustrated roster is being printed and will have international distribution. Secretary Ralph Wells of the Boston club visited Houston Rotarians recently. President Cornell of the local club was a guest and speaker at the Galveston Rotary Club's banquet on November 26th. HARRY VAN DEMARK, *Assoc. Ed.*

JACKSONVILLE (Fla.).

Thursday November 18th was a great day in Jacksonville. The great Inland Waterway Convention was on, representatives from all parts of the United States were present and the Jacksonville Board of Trade (the officers of which organization are nearly all Rotarians) made elaborate preparations for entertainment. The work of the convention was extremely successful, and this year's session was without doubt the greatest in the history of the organization.

Rotary entered largely into that success. As representatives to that convention, we had with us the following Rotarians: General W. D. Gill, president of the Baltimore club; W. C. Boyd of Philadelphia; Charles Winchester, vice-president of the Albany club; Mr. Massingham of Pittsburgh (the lone representative from the Wholesale Druggist's Convention); Mr. Martin, a Boston banker; Mr. Beecham of Baltimore; W. C. Nimmo of Baltimore; H. Kass, W. A. Murray, P. S. Kling, Wm. C. Gloeckner, of Albany; John Livesey of Philadelphia.

Is it not reasonable to suppose that these gentlemen, together with our Jacksonville Rotarians, spread the spirit of Rotary through that great Waterway Convention and can be justly credited with its wonderful success.

The visiting Rotarians were dined by the Jacksonville Rotary Club at the Burbidge on Thursday evening, November 18th. Other guests who were Rotarians in principle but not in fact were Hon. J. Hampton Moore, president A. D. W. A.; Congressman John C. Small of North Carolina; Major Donelly of Trenton, N. J.; Mr. Pearsall, with Mr. J. D. Baker, Alton E. Briggs and Major Christopher Harrison, of Boston and Major James Chalmers of Everett, Mass.

On November 25th Jacksonville Rotarians stormed the Rotary hotel, The Aragon, at the noon hour. Mine Host Foor was taken completely by surprise and had to bring in a large force of waiters to gather up the tin plates, cups, graters, funnels, etc., presented.

F. O. MILLER, *Assoc. Ed.*

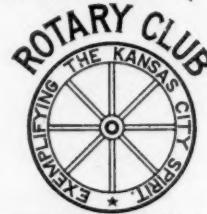
Rotarians Must Be Active.

The inactive member derives no benefit from Rotary.

He is depriving some one else of membership.

He is a positive detriment to the club, and he should either become active or resign.—*Seattle Rotary Club.*

KANSAS CITY (Mo.).



OF KANSAS CITY

President Glenn is finding great talent within the club. Each meeting some member is expected to read a paper. To date four papers have been read and not a "misfit" among the lot. The educational subjects, "Acquaintance" by H. E. Roesch, Remington Typewriter Company; "Confidence" F. E. Turner, Kansas City Elevator Mfg. Co.; and "Service" Bestor G. Brown, M. C. Lilley & Co., were handled admirably and each brought out a new conception of the Rotary movement. The fourth paper, "A Word of Five Letters" proved that steam means more than the whole dictionary when handled as A. S. Hutchings treated the subject.

Here is a Kansas City idea which it is hoped other clubs will adopt. Within the next year the serious papers and addresses of the Kansas City Rotary Club members are to be gathered and made into a book. This book it is hoped will be the first volume in a large Rotary library. Such books should be valuable contributions to the business literature of the present time.

Two Kansas City Rotarians, Spalding representing Spalding's Business College, and Adkins of Adkins & Madden Insurance Company, spend their Saturday afternoons in calling on fellow Rotarians. They have had a joint card printed and style themselves, "The Twins." Business is not considered but business naturally will grow out of their efforts to widen their list of acquaintances. It is a pleasing bit of Rotary work.

The Kansas City Weekly Rotarian has been rehabilitated. The first issue came out as a fake newspaper and make a great hit. A copy was sent to the secretaries of all Rotary clubs. This is something every club should find profitable—an interchange of publications.

At our Thursday luncheon of December 4th Joe Howard, leading man of "A Broadway Honeymoon," entertained in his inimitable way. He sang the famous old songs of his own composition, "What's the Use of Dreaming," "I Wonder Who's Kissing Her Now," etc. Lusty-lunged Rotarians swelled the chorus.

The Kansas City Rotary Club has an entertainment committee whose sole duty it is to provide some special entertainment feature at each meeting. The special program is kept secret. This is a "jack in the box" affair other clubs should find profitable to adopt.

F. L. BRITTAINE, *Assoc. Ed.*

LINCOLN (Neb.).

The activities of the Lincoln Rotary Club are in full swing. To paraphrase, "One event doth tread upon another's heels so fast they follow." Every weekly meeting sees new lines of service and work developed, and service for the community and for each other is the spirit of Lincoln Rotary.

With a membership of one hundred and fifty-nine, the officers of the club are strenuously working to make every man an active member. As a result the attendance at the weekly lunches is averaging close to one hundred and twenty-five and steadily gaining. In the work of revising the club roster the average attendance of every member was canvassed and with three or four exceptions there was nothing to criticise in the interest of members. The worth of the club is appreciated and no one wants to sacrifice a membership. It is not necessary to say, "will you join?" but if a line of business is found unrepresented, there is a waiting firm to be made happy.

One of the most enjoyable dinners ever held by the club was the one on November 25th tendered to the University of Nebraska's unbeaten football team, again this year Missouri Valley champions and winners from Minnesota, Iowa and Kansas teams. It was to recognize the work of the boys for their university and the way they put Lincoln and Nebraska on the map this year, that the dinner to them was given. And it was a great dinner. Manager Richards of the Lincoln Hotel, Rotarian good scout, whose club dinners served Rotarians regularly are felt by the membership to be beyond comparison, had the banquet hall of the hotel appropriately set for the occasion. The center round table seating thirty was set apart for the guests. A pedestal from the center of it rose some twenty feet in the air surmounted with a football of large dimensions and ribbon streamers in the university colors reaching from the top to each plate. The floral decorations, chrysanthemums and carnations, in scarlet and gold, the university colors, were abundant and donated by the florist member of the club and the menu cards, in the form of footballs, were contributed by the printing house club member while Quicks orchestra, good Rotary, contributed the music. At the close of the dinner President Zehrung called on Coach Stehm, good Rotarian too, and Captain Purdy for short talks which were supplemented by talks from several members. It was an all-round session of high enthusiasm for Lincoln Rotary.

H. M. BUSHNELL, *Assoc. Ed.*

LOS ANGELES (Cal.).



The Rotary Club of Los Angeles expected to spring a surprise by announcing a move into new and permanent quarters, but the deal fell through and we are still up in the air as to a meeting place. We have been at the necessity of eating upstairs over a cafeteria and although the place belongs to one of our Rotarians and our service is as good as could be expected, the room is not satisfactory and cannot accommodate the number we should have in attendance.

The middle of November a party of one hun-

dred and ten Rotarians and ladies made a moonlight excursion to Mount Lowe over the wonderful Mount Lowe electric railway and incline. This is one of the marvelous engineering feats of the country and even though close to Los Angeles there were a number in the crowd who had never made the trip before. At Alpine Tavern we had dinner and then the party split into two sections, one going through the observatory and the other forming a dancing party at the Tavern.

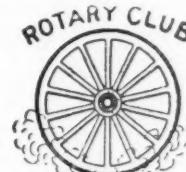
A week later the regular meeting was dispensed with and a trip was made to the "movies," which trip will be described later in a more lengthy article for *THE ROTARIAN*.

Recently our weekly letter developed into a weekly publication which ran for about a month, and then suddenly grew in size to double its original form because of advertising carried. We have the secretary of every affiliated club on our regular mailing list and they should get our weekly publication and other mail matter in regular form.

We have entertained several visiting Rotarians up to this time and as the tourist season for Southern California gets nearer, we are looking forward to entertaining many more.

H. C. WARDEN, *Assoc. Ed.*

NEW ORLEANS (La.).



The new officers elected by the New Orleans Rotary Club are A. B. Freeman, president; James P. Williams, vice-president; Ed. H. Wild, secretary; F. B. Finney, treasurer; Joseph Weckerling, registrar. The following chairmen have been appointed: Membership, Dr. Henry Tete; Finance, Charles Wermuth; Publicity and Extension, T. B. Baird; Civic, Dr. John T. Crebbin; Judiciary, H. W. Robinson; Fraternal, Dr. J. A. Gorman; Entertainment, B. C. Brown; Grievance, L. P. Hakenjos.

These officers have the heritage of successful administrations, so with this as an incentive, they are determined to make this the most successful and progressive one so far. Plans are being made which when put into execution will bring this club second to none. President Freeman is an excellent parliamentarian. It is conceded that the destiny of our club is in good hands.

Rotarian A. C. Billet is the proud father of a bouncing boy. It is said that Father Billet is too busy walking his son at night to attend meetings.

Engraver Sam W. Geary has moved to Lake Charles, La., but will continue his membership in the local club until such a time as he is able to organize a club in Lake Charles. Thus the Rotary seed is sown.

The last business meeting was held in the shop of Albert Bagur, Rotarian clothier. It was the largest meeting of the year. One of the important resolutions passed was to send delegates to the next convention. Awaken! oh ye sleepers, for who knows but that New Orleans may be tempted to steal the next convention.

Each member has been furnished a list of the local members with occupation, address, and phone numbers, alphabetically arranged. The type is large and clear. The cards are to be hung over each Rotarian's desk as constant reminders to pass the good work along.

New Orleans is to have a \$5,000,000 Exposition of Ideas. As usual, a Rotarian is found on the executive board of anything that is for the betterment of and service to the community. In this case, W. B. Utley is the man. We are glad to note this enterprise has received such momentum that it cannot be stopped and also that the local club was one of the first to subscribe.

The following members have just been elected: G. L. Wagner, Frank M. Kelly, H. R. Pedarre, Don R. Mastayer, John Considine, Jesse Brown, J. P. Jordan, Vic Le Beau, Joseph Oster.

JOHN T. CREBBIN, *Assoc. Ed.*

NEW YORK CITY (N. Y.).



During the past month the most momentous event in New York Rotary was the birth of a new child—the baby's name is "Spokes" and as you probably have surmised the reason it is called Spokes is on account of being on the inside of the wheel, consequently when it came out it knew what was going on in the inside of its progenitor, and thus "Spokes" (the inwardness of all that goes on in Rotary in New York) first saw the light of day.

He is a very clever and precocious child with ready wit and quick to compliment, and it was said to him by one who was present at the occasion that when he was born he turned to the doctor (Arthur Woodward) and said: "Thank you sir! That was a very neat job and most cleverly performed on your part."

As to the idea of Spokes in the wheel of the New York Rotary Club let Mr. Woodward speak for himself:

Spokes makes its gracious bow to the members of the Rotary Club of New York in this issue. The idea is to make it a helpful little thing to the club as a club and to the member as a business man. The size of it was only determined after a good deal of cogitating and consideration of requirements. It fits any pocket without folding, except the vest pockets, so don't try to get it into one of these—you might get your suit out of shape and that would never do in fastidious New York.

It will give in concise form the minutes of the previous meeting, boiled down a bit, other club matters that should properly be drawn to the attention of members, and everything else in the nature of business affairs that can possibly go in print. This will give a member a chance to digest when he is resting and economize at the meetings so that practically no time will be consumed except for eat, laugh, meet and learn.

Spokes will have the official list of members brought up-to-date. *No other roster will be issued.*

Tuesday, December 2, 1913, was the regular monthly dinner. We met at Wallenhaupt's Cafe 37 East Nineteenth Street and enjoyed a very good menu. Mr. Robert Lee Hatch gave a very interesting talk on nuts and proved to every consumer that his salted nuts are the best in the world.

Mr. William J. Dodge gave a most lucid ex-

position of the Income Tax Law, and said it was better for every Rotarian to pay the tax however small, rather than try to fool Uncle Sam, as the government is out on a snooping expedition and will make an example of any one caught making fraudulent returns.

Mr. Eams (not Emma Eames), a fine tenor, gave us several pleasing selections.

J. LEFFINGWELL HATCH, *Assoc. Ed.*

OMAHA (Nebr.).



We gave a tin shower to a newly married member, John L. McCague, Jr., of the Wilson Steam Boiler Company, of some sixty-odd pieces of tinware, no duplicates. Can you beat it? His little Ford, on the home delivery, looked like the rig of a country peddler. Mrs. McCague sent a message of thanks.

A talk by Rev. C. H. MacKay at our monthly evening meeting put Rotary on a very dignified plane. The thought he left with us was that a Rotarian who gave good service for a fair price was serving God more than the steady church-goer who was inefficient in his service and unjust to his employees.

At this meeting each "baby" (new member) was given a bib on which was his name in large red letters. Crackers and milk were given them as an appetizer.

Some very good talent has been discovered among the new members and they all have that indescribable qualification called "class." The Omaha Rotary Club grows slowly but it certainly grows good.

J. B. FICKES, *Assoc. Ed.*

PATERSON (N. J.).



Even the poor old skeptics have to admit that the Rotary Club of Paterson, N. J., is going ahead faster and attracting more of the right kind of business men than any other city, civic or boost club heretofore organized. Applications are being received at every meeting and the membership committee believe that we will reach the hundred mark before the club is a year old.

The first formal dinner was given on November 20th as a testimonial to Robert H. Fordyce, mayor-elect of Paterson. Mr. Fordyce, being a director and one of the charter members of the club as well as the vice-president of the German American Trust Company, was presented with a Rotary club pin, suitably engraved, by President William D.

Plumb as a token of esteem from his fellow members.

The "Co-operator," the club's monthly publication, made its initial appearance on the same evening and already the gentleman who has assumed responsibility of the publication has been besieged for advertising space by many of the members and there is no doubt but that the publication can be printed practically at no cost to the club and will be issued hereafter monthly on the regular meeting day of the club or the third Thursday of each month. W. B. BRYANT, *Assoc. Ed.*

PEORIA (Ill.).

The Peoria Rotary Club has had a busy month and many good things have been turned in.

The meeting at Springfield to organize a state association was a rare treat to those attending, for the Springfield club gave us royal entertainment and the only unfortunate ones were those who could not be present. Enthusiastic individually and strong numerically, the trip over the city and the banquet that night were an inspiration and delight. Members from Chicago, Joliet and Peoria were present—a delegated meeting to be held in Joliet and a state meeting in Peoria in February were arranged for.

At the meeting on November 7th, the state meeting of the Women's Suffrage Association being in session, we were given a talk by Mrs. Grace Wilbur Trout, state president. It was a very pleasing address and cordially received.

Mr. B. L. Hulsebus, architect, the man who had never made a speech, captured the entire club with his talk, replete with genuine wit and wisdom. He can animate a talk as well as animate the landscape. The layman who designs his own home is liable to meet with the same mishap that overtook the man who purchased a book on medicine and prescribed for himself—die of a misprint.

Mr. Bradley, with his illustrated lecture on the eye, was entertaining and instructive. Dr. Oliver mixed metaphor and medicine in a talk on "Medicine and Mud" that was effective.

Mr. George E. Jacobs, manager for the Remington Typewriter Company, told all about the start and finish of typewriting. He had one of the original machines made by the Remington company as well as the latest design with adding attachment.

Mr. Rollin Travis, Cadillac automobiles, at the same session gave us the history and development of the automobile industry, its trials and triumphs, in an attractive manner.

ROWAN RAY, *Assoc. Ed.*

PHILADELPHIA (Pa.).



Much enthusiasm has been aroused in connection with the Inter-City Meeting which is to be held in Philadelphia in February.

E. J. Berlet, past president of our club, recently attended a luncheon of the Baltimore club and was delighted with the cuisine of the Hotel Rennert, the Rotary hotel of that city.

Mysterious communications setting forth the ideals of Rotary are being received by our members. The author is unknown to the associate editor, but—in passing—he seems to know and feel Rotary in every word he writes. May he continue the good work!

Rotary was well represented in the recent roads conference—Cyrus Borgner, D. B. Provan and Joseph T. Kingsley being on the reception committee.

Rotarians T. K. Henderson of the Estey Company and T. F. Seifert, furrier, are members of a Vigilance Committee appointed by the Walnut Street Business Association to prosecute fraudulent and misleading advertisers.

Both Weston C. Boyd and Archibald T. Johnson, official delegates to the Deep Waterways Convention held at Jacksonville, Fla., November 17th to 21st inclusive, are members of the Philadelphia Rotary Club.

Rotarian Ben Mechling has formed a Savings Fund Club for the 1914 Convention. Each member deposits \$10.00 a month with Secretary Tyler to be handed back a couple of weeks before the convention. Charlie tells 'em he's bonded and there is no obligation to spend the money for the convention unless the member so desires. There will be a big delegation from Philadelphia next summer.

Ex-President Mead, at the last monthly dinner, gave an intensely interesting talk on: "How to Explain Rotary." His earnest, logical and convincing presentation brought forth round after round of applause. It is no wonder he has attained the high place he holds in his profession.

President Walter Whetstone lives Rotary. Although a thoroughly practical man of affairs he has ideals which he wants to see realized and works hard for their accomplishment. He devotes much time to Rotary and is always on the lookout to SERVE!

Foster M. Reeder modestly gives the Philadelphia Rotary Club credit for helping him to win two prizes in succession for leading the world in sales of the Addressograph. Foster is an ex-Kansas City man and was delighted when his old friend, Russell F. Greiner, was made International President.

Rotarian Charles Henry Fox is now addressed as Judge Fox. His services are sought and often rendered in different parts of the country as an authority on the perfection and artistic arrangement of flowers. Noted florists from many states make journeys to Philadelphia to visit "The Sign of The Rose" on South Broad Street. If they are Rotarians he takes them to lunch at Kugler's at the Rotary table. Kugler's was made the Rotary restaurant for two reasons; because it is one of the high class concerns in the country and Guy Gundaker is manager. Yes, he's the Guy.

E. MINER FENTON, *Assoc. Ed.*

How About It Mr. Rotarian?

When the sun comes out again after a cloudy spell, the fellow whose liver is all right will shout: "Fine business, old Sol, we are glad to see you again," but the fellow who has got a grouch on merely growls: "It is about time you got back on the job."



ANNUAL LADIES NIGHT BANQUET OF THE PITTSBURGH ROTARY

PITTSBURGH (Pa.).



Thirty new members during the month of November. That is not so bad. A seventy-five per cent attendance at each meeting. This can be improved, we know.

Thayer, civil engineer, and Novak of the Liquid Carbonic Company, were recent speakers—the former enlightening us on engineering; the latter on soda water flavors, carbonic acid gas and the part they play with the thirsting public.

We conduct our meetings on a systematic basis, starting to eat at 12:15. Routine starts at 12:30, the speaker starts 12:45, when the speaker is through, if any time is left, we take up new business, but we leave absolutely at 1:30. Try this, it is a good system.

Our annual ladies' night banquet was held on the evening of December 2nd with great success, about two hundred sitting at the festive board. Three thousand dollars worth of presents were given to the ladies as well as individual souvenirs. A vaudeville show of seven acts followed the dinner. Songs were sung by the quartette composed by Rotary members, the songs being on Rotarianism or the Pittsburgh Rotary Club and set to the tune of some popular air. A dance concluded the evening's entertainment.

Rotarian W. C. Hamilton of the Pittsburgh Rotary Club offered a prize of a \$150.00 Graphonola to the member of the Pittsburgh club who submitted the best Rotary song. Out of a large number submitted, the following by Rotarian Waub H. Braddock, won the prize.

ROTARY HYMN.

Tune: *America*.

My Rotary, through thee
Of selfish thoughts set free,
Of thee I sing.
Long may thy name be bright

Through efforts for the right,
And may all learn thy might
My Ro-ta-ry.

To thee our words of praise
We would in gladness raise
Our tribute bring
Our watchword and our guide
Though snares and guile betide
May we in thee safely hide
Our Ro-ta-ry.

W. L. DECOURSEY, *Assoc. Ed.*

PUEBLO (Colo.).



Every member of the Pueblo Rotary Club is firmly convinced that his organization fills a long felt want, and that because of the unanimity of effort, they are able to accomplish many things that a much larger organization numerically could not accomplish. In our club when a motion is presented for a vote the negative is never put, for if there is the least opposition and it looks as if there was a chance of someone not agreeing, the mover of the motion promptly withdraws it; consequently, our club acts as a unit at all times and for every effort.

One of our most recent accomplishments is taking the lead in an amendment to our city charter for a progressive paving amendment, which makes it possible to extend our storm sewers, curbing and paving districts, with less effort than is usually necessary.

Our state is in the throes of civil disorder caused by a coal strike forced upon us by Indianapolis officers of the United Mine Workers of America, and it has been necessary for our governor to call out state troops and declare martial law in the affected districts to preserve order. Taking advantage of the financial condition of our state, an attempt was made to prevent the issuance of certificates of indebtedness to cover the expense of the troops in the field, and the Pueblo Rotary Club,



CLUB WHICH ATTRACTED TWO HUNDRED MEMBERS AND GUESTS.

Being the Rotary club nearest the district, stepped forward and informed the governor that they would furnish all necessary supplies for the maintenance of the troops to uphold him in his determination to preserve law and order, regardless of whether they ever received remuneration or not.

Following this the members of the Denver Rotary Club passed a congratulatory resolution, forwarding it to the Pueblo Rotary Club with an invitation to be their guests at their second annual banquet and to meet President Greiner of the International Association. Pueblo Rotarians accepted, chartered a special car, and took seventy-two per cent of the entire membership to the Denver banquet—at the expense of the club.

That you may understand that Rotary principles are appreciated in the wild and woolly west, the following editorial is taken from the Pueblo Chieftain of November 12th:

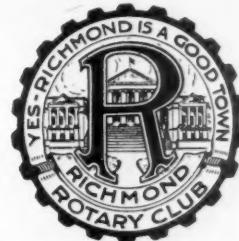
A COMMENDABLE ACT.

The action of the Pueblo Rotary Club in coming to the support of the governor in the matter of furnishing supplies to the militia after the rude and heartless turn-down by the business men of Denver is to be commended. It ought to make the heart of every true Puebloan swell with pride. Not only was it patriotic but it was timely. The Rotary club represents practically every line of business in this city. It is made up of men of high standing and character, and while exclusive in its nature, this act and other acts in the past, prove its motives are for the good of the whole community, and by no means selfish. The Rotary club is one of the few organizations that does not seek public favor thru long winded and well phrased resolutions—indeed it does not seek public favor at all. Its motto is to do, not resolve. This is not the first time it has moved in public matters, altho' possibly the first time any publicity has been given its work, and even in this instance, publicity would not have been given—surely it was not sought—except for the importance of the action, not only to Pueblo but to the entire state.

The people of Pueblo in general should be proud of the fact that here we have an organization of representative and substantial business men who do things: an organization of men who do not play politics; who do not waste time and energy in useless wrangling, but who unitedly stand together for the benefit of all, and in so doing for the benefit of Pueblo. Would that we had more of the same character. Would that business of interest to the public in other organizations, presumably of a public nature, was done upon the same basis.

JESSE ROOD, *Assoc. Ed.*

RICHMOND (Va.).



“Ladies’ Night” is the greatest of all Rotary meetings. Richmond Rotary exceeded itself on November 25th in entertaining the ladies at a royal banquet held in the new Murphy’s hotel.

At seven-thirty o’clock, three hundred Rotarians and Rotarianesses seated themselves at the Rotary round table in the banquet hall of Murphy’s. It was a full dress affair and about as pretty a picture as one cares to see. President J. Musical Corley called the meeting to order, and in his usual pleasant manner welcomed the ladies.

While the “eats” were taking place, President Corley read a telegram from R. G. Greiner, president of the International Association of Rotary Clubs, saying that he regretted he could not meet with the belles of Virginia as he was on his way to Salt Lake; also a telegram from Secretary Perry from Quebec expressing his regret that he could not be with us. (When was Perry at Quebec?)

President Corley introduced the speakers—the principal orator being Rotarian John Dolph from the Washington Rotary Club.

One of the amusing features of the evening was the roll call by Secretary Rosendorf. The business of each member was designated usually by some happy allegory coined by the secretary, and each member was required to rise, give his name, business, age and state whether he was married or single. The rare opportunity offered for clever play on words was grasped by our ingenious secretary, and the responding members—

or at least those of ready wit—brought laughs from the guests. For instance, Secretary Rosendorf called for the name of the member representing the business of "underground ology," and Undertaker Billups answered.

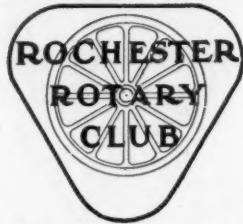
The musical feature of the banquet was furnished by Rotarian Peter Jones' Indians and the Corley male quartet.

A feature which appealed strongly to the ladies was the awarding of prizes given by members of the club, which was reserved for the last thing on the program. Three thousand dollars in prizes were contributed. Every member of the club contributed his share of prizes—each representing his individual business. A flour bag full of presents was given to each lady in attendance. There were also several special prizes contributed by members for the ladies, among these were a round trip to Bermuda via New York, victrolas, stove, gas range, five dollar gold pieces, five dollar automobile rides, mahogany desk, silver vanity case and many others.

The souvenir booklet of the occasion was a very elaborate example of the art preservative and the menu it contained was a clever conceit, keeping the diners guessing as to what was coming next. A "blizzard," for example, proved to be ice cream. From every viewpoint, "Ladies' Night" of the Richmond Rotary Club was a wonderful success, and thoroughly enjoyed by guests and hosts alike.

RUFUS S. FREEMAN, *Assoc. Ed.*

ROCHESTER (N. Y.).



At this writing the Rochester Rotary Club is in the midst of busy times, as we are getting ready to invade Buffalo, our neighbors to the west. They have extended an invitation to call on them in their fair city on Tuesday, December 2nd, so if you hear of that city surrendering to an invading army from the East, do not think it is Mexicans; but our Rotarian army will surely make things hum.

On Tuesday, November 18th, we had the pleasure of listening to our esteemed member, Mr. Shafer, of the firm of Meng and Shafer, experts in the hat line, and what he did not tell us about the construction of hats is not worth knowing about.

On Tuesday, November 25th, our brother Rotarian, Dr. John Ready, talked to us at length on a subject which is at present interesting the entire civilized world, namely "Sex Hygiene," and the teaching of it in our public schools. Dr. Ready's address was very instructive, and showed how carefully and thoroughly our M. D. member had studied this subject. I am sure his remarks awakened us all to the dangers of our present day laxity on this subject, and left us all with a better understanding of this important subject. I trust this subject is being taken up by other Rotary clubs throughout the country, as it merits the assistance of everyone.

I wish to take this opportunity of wishing all my fellow Associate Editors a Merry Christmas and a Happy New Year, and on behalf of the Rochester Rotary Club extend this same greeting to all Rotarians. T. A. SHARP, *Assoc. Ed.*

SACRAMENTO (Cal.).

This club was reported as organized during the Buffalo convention but they have not yet got around to affiliation. We understand that they intend to make application soon. Somebody tell them it is the right thing to do.

The President is—S. H. Gilbert, 919 6th St.

SAGINAW (Mich.).

There is a Rotary club in Saginaw.

Starting with six members, last February, we have held regular meetings every Wednesday and have had an average attendance of about ninety per cent at each meeting. We now have eighteen members and hope soon to submit our application for membership in the International Association.

The membership committee consists of the first ten members who joined the club and all recommendations have to have the unanimous approval of each member of this committee. We usually have a list of about twenty men and the membership committee by ballot checks off six names and of these six the three receiving the highest number of votes are submitted to the entire membership.

One objection by a member of the committee, or any serious question raised by any member of the club at voting time is sufficient to bar a name.

We say nothing to the prospect until after he has been voted in, then invite him to one of our meetings and if he accepts he becomes a member.

We all feel that we are getting much good from the meetings.

GEO. B. WILLCOX, *Temporary Chairman.*

ST. LOUIS (Mo.).



The weekly luncheons have been attended in the past month with unusual interest, and the president, Mr. Jesse M. Tompsett, seems to have hit upon a novel plan in connection with the business talks given by members. Naturally, if one Rotarian is requested to visit the place of business of another Rotarian and make a talk on what he saw there, that Rotarian whose business has been boosted is naturally anxious to do his best in return and make a comprehensive and satisfactory talk on the first speaker's business or vocation. It is surprising how interesting these trade talks become and how little one business man, tied to a particular trade or profession with little or no time to investigate the methods or intricacies of other business, knows about his fellow Rotarian's business or profession, and many new ideas of value and new thoughts that can be turned to good account are derived by

those who hear these talks. During the past month talks upon the business of other Rotarians were given by W. Fraser Stewart, Herman Batavia, J. E. Geissinger, James S. Kuhn, R. D. Teasdale, Lee Orcutt, and others, and they will undoubtedly continue to be a source of much interest and benefit in the future.



The above is a photograph of G. C. Sears, resident manager of J. C. Pearson Company, Inc., and an enthusiastic Rotarian of St. Louis. He is known as the chief noise-maker or captain of the Anvil Chorus. We want visiting Rotarians to get a good look at this man and understand to some extent the racket that generally comes from the corner of the room in which he is located at any of the St. Louis Rotary Club meetings they may have the pleasure of attending. He is small of stature, but that does not keep him from making considerable racket. There is nothing malicious about his vociferousness—he treats friend and foe alike and is a source of unceasing pleasure and merriment to his fellow-members in the club. We want every Rotarian to know this man and to be prepared for the outbursts of his gang. This is as much for the protection of Mr. Sears and his associates as for any of the other members or visitors. We do not want some Rotarian to pull a gun and begin shooting without understanding the circumstances.

John F. Apple has developed into quite a singer and can generally be found in close proximity to the piano.

During the past month no less than 19 or 20 substantial and progressive business men have been added to the list of members,—men with whom we are proud to be associated and whose

acquisition as members of this club cannot fail to be a benefit.

As I write plans are being laid to form an On-To-Houston Club. Old Texas had better get ready to look after us, because we are coming down there in a bunch.

At a weekly luncheon, Mr. J. H. Butler, one of our members who has been sojourning in Chicago for some time, gave an interesting talk on his visits to the Chicago Rotary Club on several occasions and expressed his loyalty and fealty to the St. Louis Rotary Club and his delight at its interesting weekly meetings. He is still loyal to St. Louis and we were glad to have him again in our midst and to feel that he is still one of us.

There are big times ahead and some talk about a dinner in the Gold Room at the Buckington and all sorts of things, and we trust that visiting Rotarians will not fail to visit us.

J. E. GEISSINGER, *Assoc. Ed.*

SAN ANTONIO (Tex.).



Of course it will be history when this appears in print, but Perry says correspondence must be in hand by the 5th or he won't put it in the paper, so I must tell about it now for fear you might never hear about the San Antonio Rotary Club's big Christmas tree.

Our tree will be the biggest cedar in southwest Texas, over fifty feet tall, and is to be set up in Alamo Plaza, in front of the historic old Alamo. It will be brilliant with hundreds of electric lights and other shiny Christmas trappings and on Christmas Eve the Rotary club will play Santa Claus to fifteen hundred poor children, each one of whom will be sent a stocking full of things which children like. The wives of members have volunteered to fill the stockings and the donations from members have been most generous.

Hood, our Rotary candy manufacturer, is supplying all the candy gratis, and will be mad when he sees that I am publishing the fact of his gift.

At midnight there will be a grand concert under the auspices of the club at which the singers representing the societies of various nationalities will sing the Christmas carols of their Fatherlands and in their own languages.

Among the societies participating will be the British, Scotch, Irish, French, German, Italian, Spanish and Mexican. We have learned the curious fact that Americans have no distinctive Christmas songs, but the British society, with characteristic generosity, is going to lend us a couple of old English carols for the occasion and that is where the Rotary club singers will get a chance to shine as representatives of America.

Alamo Plaza offers probably the best stage setting in America for such an event, and indeed the old chapel during its two hundred years of existence has flown the flag of six different nations.

The Rotary minstrel show proved a tremendous

success both artistically and financially, and about \$1,200.00 was added to the fund being raised for the entertainment of visiting Rotarians next June.

I should like to tell you more about what San Antonio is going to do for and to you on that occasion, but I also recall the circular letter sent out by Perry to his dear associate editors this month, hinting that their letters were splendid but might be just a tiny bit more brief.

J. R. SPRAGUE, *Assoc. Ed.*

SAN FRANCISCO (Calif.).



The annual election of the Rotary Club of San Francisco was held in Gallagher-Marsh Business College on November 11th, at which time Henry J. Brunnier, consulting structural engineer, was unan-



HENRY J. BRUNNIER,
President, Rotary Club of San Francisco.

imously elected president for the year closing October 31, 1914, his election being a recognition of his many kind acts toward the membership of the Rotary club and his faithful service to the club as a Director during the last year. Immediately after his election a flash-light picture of him was taken by Arthur J. Brunner, commercial photographer of the club.

The meeting was first called to order in the large school room of the Gallagher-Marsh Business College, which is the Rotary training school for young business men and young women in San Francisco. Each member was seated with another at a regulation school desk and had placed on his head by E. F. Burns, who runs the famous Burns

Hammon Baths, a school cap. Patrick & Company, stationers, furnished rulers, which were instrumental in making a great deal of school noise and took the members back to their youthful mischievous days. Each "child" filled his face with some of Eddie Wasserman's stick candy and all-day suckers. By the way, this man Wasserman has the candy concession for the Panama-Pacific International Exposition.

After a great deal of frivolity, which was held down as much as possible by J. H. Harbour of Shasta Water renown, the company were ushered into a banquet hall, which was under the supervision of Adolph Huber, the Rotary caterer, and he certainly spread himself on this occasion.

The Rotary club was favored by a short talk on "Health and Diet" by W. Earl Flynn, and "Daddy" Flynn convinced the San Francisco Rotary members that health goes a long way towards the securing of business.

The amusement feature in the banquet hall was furnished by "Little George" Wallace who is an associate member for Bare Brothers, furniture dealers. He was dressed as a school boy, in short pants and half hose and carrying his slate and school books, and favored us with songs of school days and youthful pranks. Other songs were furnished by R. R. Rogers, the secretary of the club.

During the past two months, luncheons have been given by different members of the Rotary club at their places of business, the last one being held in the magnificent new factory of Gantner & Mattern, knit goods, the caterer in each case being Mr. Huber.

We were first entertained by a speech of Mr. Mattern, who has charge of the plant, followed by Mr. Gantner, and complimentary speeches by members of the club, knowing the wonderful reputation and business standing of Gantner & Mattern, the largest manufacturers of knit goods in the West. A moving picture of the luncheon was taken by Miles Brothers, member of the Rotary club, and after luncheon another picture of the members as they passed out of the lunch room onto the roof, from where an inspection of the factory started; the entire club being shown all the processes of manufacture, from roof to basement. I will add that this lunch room of Gantner & Mattern is perfect in its equipment and was merely given up for the day to the Rotary club, as it is used by employees of the firm, a cafeteria lunch being served every day.

The previous luncheon was held in the factory of the American Biscuit Company. Here the Rotary club members were guests of Mr. R. C. Pell, the manager, and orders for American Biscuit Company's goods have been coming in thick and fast since the Rotary members were shown how they were made and of the cleanly conditions under which the employees work.

Some weeks ago a similar luncheon was held in the large salesroom of the Cresta-Blanca Wine Company, with Mr. C. J. Wetmore as host, where the lunch was also catered by Mr. Huber. The Rotary members were served complimentary with many large bottles of Wetmore's "sparkling wine" (not carbonated). No member of the San Francisco Rotary Club has done more for his share of hospitality in entertaining than Mr. Wetmore.

Big things are in store for the Rotary Club of San Francisco in 1914, but wait till 1915! Not long to wait now, is it?

C. DEVENS HOLMAN, *Assoc. Ed.*

SEATTLE (Wash.).



Following a most successful year, the annual banquet and election of officers of the Rotary Club of Seattle was held on the evening of November 12th with an unusually large attendance, and enthusiasm was the keynote of the hour. The committees and officers immediately got down to work with the result that the outlined plans for 1914 indicate a truly interesting year.

Some splendid efficiency programs have been given, such as: "The Building Up of an Effective Organization and Selection of Employees," by J. F. Douglas; "Some Fundamental Principles of Successful Salesmanship," by Frank Towneley Watson; "The Panama Canal," lecture, illustrated with motion pictures by Dr. Wm. Torrence Stuchell; "The New Logged Off Land Law," by its author, Thos. F. Murphine, two meetings being given over to its discussion.

A visit was made to our Canadian cousins on November 15th when a delegation of five from Seattle left for Victoria, B. C., to organize a Rotary club in that interesting city, the capital of the province of British Columbia. The delegation was headed by former President Skeel and at Victoria they met a delegation of twelve from Vancouver headed by President G. S. Harrison of that club. The charter membership at Victoria is thirty-five and the Seattle delegation report a most enjoyable and successful time, details of which will be probably included in the report from Vancouver or Victoria clubs.

The Seattle Rotary Club is taking an active interest in all public affairs. It has sent M. S. Brigham as a delegate to the Washington State Good Roads convention, and it is hoped that much good will be accomplished. The club also has representatives in the Clearing House Committee which investigates matters pertaining to municipal interest and makes suggestions as to how same should be handled. This is a very important committee and its work is bringing the club prominently to the front in matters relating to the most important affairs of the city. From time to time it is planned to take an active part in other matters of a public character so that the club as a whole, will thereby be enabled to greatly extend its scope and influence.

The Annual Christmas exhibition on December 18th and 19th was largely attended and proved such a success that it will undoubtedly be repeated each year. Between fifty and seventy-five exhibitors made an artistic showing, approximately \$150,000 worth of merchandise being shown. The various booths and exhibits were viewed by over 2,000 people. The first night was for Rotarians and friends, the second day it was open to the public. Each member had the opportunity of arranging his exhibit or booth as desired and the result was

some very artistic groupings with a remarkably fine showing of important articles manufactured in Seattle. So successful was the exhibit that those who neglected the opportunity of taking an active part have already made application for space next year.

Committees from Tacoma and Seattle are working enthusiastically on plans for a general "Get Together" meeting of all Rotary clubs in the Pacific Northwest, at which time prominent speakers from each club will detail some of the best features of their work and others will make suggestions for the benefit of all Rotarians. The meeting will probably be held in Tacoma and all who are taking part in the committee work are enthusiastic over the success which they feel sure will follow this meeting.

Mr. R. J. Robinson of San Francisco was at the Inaugural Banquet in Victoria and later attended the weekly luncheon in this city, making a short but pithy talk and giving some encouraging words from our Southern neighboring port. Another visitor was Mr. Rupert of Portland, who spoke enthusiastically of the work being carried on by the Oregon Rotarians.

All in all, Seattle Rotarians can look back upon the year 1913 as the most important in the history of the organization, while the officers and committees are enthusiastically and unitedly at work to make 1914 the banner year in Rotary achievements on Puget Sound. W. A. GRAHAM, JR., *Assoc. Ed.*

SIOUX CITY (Iowa).



The most important civic affair that has had the attention of the Rotary club is the Union Depot problem. It seems quite probable that in the ultimate solution of the problem in our city, the influence of the Rotary club will be clearly evident.

We are not going to try to "put anything over," nor do we care to blow about what we have done or expect to do. However, it has been demonstrated that we have in our weekly sessions, the most available common "meeting ground" for every organization and element interested in the vital civic problems of our city. Incidentally, the evident lack of ulterior motives, and the sincere unselfishness that prompts Rotarians as such to voice their individual and collective criticisms, suggestions, or advice, can only bring good results. This is the reason our remarks and comments have weight with the public at large.

"The Weekly Punch" (the official organ of this club) is just a year old. It has proven a success, and has been the means of promoting good fellowship, as well as disseminating Rotary philosophy and general information as no other single element could possibly do. This is now as much of a fixture with us as our lunches, and has been decidedly worth while.

J. O. KNUTSON, *Assoc. Ed.*

It is worth while to sit next to a good man for sixty minutes or more once a week.

SPOKANE (Wash.).



The Spokane club is having a holiday. It is taking off a little time to bring its members to the topmost crest of the wave, both in the advancement of their business and the membership of the club. This does not mean that it is pushing "reciprocity"—Rotarian goods are the best; that's why they are bought—but it does mean that from ten to twenty men are up on their feet at each meeting and you should hear the cries of "Loud-er."

The weekly programs that are coming are not published in advance. They are made so good that the members are afraid to stay away because they may miss something. All the member knows or gets is a little card that reads as follows:

You are on the PROGRAM for THURSDAY. IT IS UP TO YOU. The Rotary club is going to advertise you even if it has to do so in spite of yourself. You have invested in the club and we are going to give you either direct or indirect returns in the way of keeping your name and business GREEN. They will never know dry rot in Spokane Rotary.

That is all. The member may be the central figure in a big entertainment or he may only carry a cigar from one man to another. He may be made to stand at the door and call every man by his first name or a hundred and one other things.

E. E. Faville walked off with the Thanksgiving turkey. Each merchant who deals in holiday goods was told to select some other member to give a one minute talk for his business. The prize was the turkey. Faville got it.

The annual Ladies Night has been changed from April and was held before Christmas. The change was made so that the women would get up their enthusiasm in the midst of the shopping season. The club holds a dance the first week in each month which are big factors in the club's social life. They are informal but everybody wears a dress suit. Just like a Rotarian.

CHESTER L. WYNN, Assoc. Ed.

SPRINGFIELD (Ill.).



Rotarianism in Springfield, Ill., is growing apace.

A meeting was held here on November 17th, and attended by delegates from all the Rotary clubs of the state. The purpose of the meeting was to organize a state association. Nearly twenty delegates from other cities were present, including A. A. Packer, secretary of the Chi-

cago club, Vaughn W. Brooks, president of the Joliet club and President MacClyment and Secretary Schmitz of the Peoria club.

Preliminary steps were taken for a state organization, and the secretary and president of each of the four clubs represented were appointed a committee to prepare the necessary constitution to be submitted at another meeting of the clubs to be held in Joliet in December.

Victor E. Bender of the Springfield club was made temporary president of the new organization, and E. C. Schmitz of Peoria, secretary. A dinner was served at the Country club in the evening.

Regular meetings of the Rotary club are being held with ever increasing interest and enthusiasm.

VICTOR E. BENDER, Assoc. Ed.

SYRACUSE (N. Y.).



In our last two letters we have told much of our records for attendance at lunches yet since that writing we have again broken our record and placed it at 202—quite a few for a club under 275 men.

In starting the winter season the Entertainment Committee, in conjunction with a special committee, bought out the Keith theatre for the night of the 25th of November. Rotary spirit permeated the atmosphere throughout. The first number which gave us an opportunity to see John Philip Sousa (William A. Fancher) lead the fellows in the songs carefully selected from our "Him Book."

The Christmas tree erected in one of our large public squares was a most imposing and impressive spectacle for both old and young. On Christmas many members of the club, together with other local bodies, assembled around the tree and sang carols. The effect was indeed fine and the part played by the Syracuse Rotary Club was highly commended by all. Another annual feature was the taking of a collection from the members and with the fund buying baskets of provisions to supply the needy with a bountiful Christmas feast. This fund was intelligently handled and where clothing and fuel were more urgently needed, they were supplied. The Syracuse club need only to see where they can do good—then do it, intelligently and in splendid spirit.

During the winter we will have our ladies at dinner in the Onondaga Hotel from time to time and without special preparation—we do not need it—show them exactly the manner in which our meetings are conducted. We are to have these meetings in the large ball room as we will without question have over 300 present. Dancing will follow and the evenings will be most profitable and entertaining.

H. L. DAVIS, Assoc. Ed.

WICHITA (Kan.).



The Wichita Rotary Club is engaged in a study of the industrial side of the city just at present. A recent thorough trip through the jobbing section of town gave new members, especially those not coming in close contact with manufacturing and jobbing, and those young in years and business, a great insight into their town. The fact that Wichita sustains such an important relationship to supply and distribution throughout the Southwest makes this of peculiar significance.

The club is also spending very profitably each dinner night a few minutes in giving two picked members a chance to tell the club about each other, his business, his peculiarities, and the kind of fellow he is. This serves a better object than the mere introduction of a member and having him tell, quite likely modestly and haltingly, about himself.

The next dinner session will be on advertising, the advertising and publicity committee having picked a well-known out-of-town man as a speaker.

The last dinner night Walter J. Weiss of Grit Printery gave a most illuminating talk, illustrated by charts, on "The Cost System."

Kansas City Rotarians will be entertained in the near future, and also the officials of the International Association on their Southwest visitation.

R. H. FAXON, *Assoc. Ed.*

Rotarian Friends Are the Real Kind.

"The making of friends, who are real friends, is the best token we have of a man's success in life."—Edward Everett Hale.

WORCESTER (Mass.).



The membership, attendance and interest of our club is increasing, membership and attendance having increased fifty per cent in the last six weeks, so that we now have an attractive body of eighty-eight members, and still more to come in.

The "Squad" idea, referred to in our December letter, is working out finely, and is largely responsible for the increasing interest.

Our recent leaders have introduced civic problems for the immediate action of the club, and this is showing the calibre and strength of our organization that is gratifying to all. Two weeks ago the squad offered a box of cigars for the best answer to the question "How can the Rotary club serve the city of Worcester?" These answers were limited to three minutes, some of which were as follows: Waiting stations for street car patrons; better lighting of principal business thoroughfare; parking space for automobiles; signs on main roads leading into the city; trading in Worcester. The judges in the contest awarded the prize to Mr. James Thompson, sales manager of the United States Envelope Company, who suggested "waiting stations." In accordance with this decision, the civic committee is going to give this matter its immediate attention.

It is the purpose of the club to take the initiative in several matters without conflicting with other local civic and commercial organizations.

H. B. SIMONS, *Assoc. Ed.*

CLUBS OF THE DOMINION OF CANADA

HALIFAX (N. S.).



Rotarianism has made its mark in Halifax. The goodly fellowship flourishes here, and the century mark in the membership is well within sight; already the membership numbers ninety-four.

Interest and enthusiasm grow apace. At the last meeting sixty-five sat down to luncheon and quite likely seventy-five will be on hand at the next. This is a very fair percentage of the whole membership to be in regular attendance.

Perhaps competition accounts for some of the present interest. The club has been divided into two teams, headed respectively by the president, J. C. Gass, and vice-president, P. O. Soulis. At the challenge of the former, an effort is being made by each team to have the largest attendance during a period which will end with the Christmas holidays, after which the victorious team is to dine at the expense of the other. The vice-president said his team would be pleased to do so, and just now it appears as if they might, for to date they are slightly in the lead.

The addresses at the weekly luncheons have been of a high order, as the speakers have been authorities in their respective subjects. For example, Rotarian Winfield, who is the manager of the Maritime Telegraph and Telephone Company, spoke on one occasion on the telephone; Rotarian Wright, Halifax manager of the Canadian General Electric, spoke on another occasion on Electricity in Relation to Business; Rotarian Roland, who was for some time an engineer in connection with the work at the Isthmus of Panama and is now profes-



FIRST OUTING OF THE HALIFAX ROTARY CLUB.

The above illustrations depict the first outing of the Halifax Rotary Club, held August 27, 1913. After the usual luncheon, motor cars conveyed the party to the ferry and across to the Dartmouth side. After a very delightful drive, the Rotarians were landed at the Nova Scotia Construction Plant at Eastern Passage. It was quite evident from the outset that they were after an enjoyable time and this they certainly had. Keen business men for the time forgot their business cares and entered into the enjoyment of the day, which was delightful. Many of the party found pleasure in the bathing privileges which the mighty Atlantic afforded, while others enjoyed the inspection of the immense plant. It was certainly refreshing to see the way the men entered into the ball games, quoit competitions and the other sports which filled the afternoon until call for supper. It would certainly do one good to see the viands disappear. No one doubted the heartiness of the men as they left the table. At the close of the supper an outdoor meeting was held and a hearty vote of thanks passed to the caterer and his good wife, also to the committee that had made such complete arrangements. The run home was enjoyable and all expressed themselves as highly delighted with the splendid opportunity of getting so close together and enjoying the fellowship of the day.

sor of engineering at the Nova Scotia Technical College, spoke on the Panama Canal; Rotarian Saunders, Secretary of the Board of Trade, on Board of Trade Work and Organization; Rotarian Cobb, on the Architects Work; Rotarian Mac Donald, on the Intricacies of the Piano Business.

Rotarian Schon is entitled to special mention, for largely to his initiative and effort is due the White Way lighting to be inaugurated on our principal business streets this month. The most recent address up to the time of this writing, was by a visitor to the club, Mr. Emanuel Jensen, who spoke on "How to Fight the Mail Order House."

The entertainment committee hopes to bring in some experts, after the first of the year, to speak on subjects of special and practical interest to business men.

The Halifax Rotary Club boasts some special musical talent—the very best in the city, indeed. This was turned to good account recently when a departure was made from the usual program and the after-luncheon quarter-hour given up to selections by the Rotary Quartette under the leadership

of Rotarian Dean, who is director of the Halifax Conservatory of Music.

The emblem of the Halifax Rotary Club is the design of Mr. A. R. Cobb, the Rotarian architect.

Rotary headquarters are at the Halifax Hotel. The first evening meeting is called for Tuesday, December 2nd, at 6:15 o'clock at which hour dinner will be served, and after dinner the club's own business affairs will be the subject of general discussion.

R. M. HATTIE, *Assoc. Ed.*

MONTREAL (Canada).

In this, its first articulate communication to its sister organization, the Rotary Club of Montreal must plead the disabilities of extreme youth. Measured by our charter, we are but two weeks old and the prattle of infancy, while dear to the heart of a mother, is not likely to hold or deserve the attention of other and more mature members of the family circle. We have, however, thirty-one members and lots of room to grow. The



J. C. GASS,
President, Halifax Rotary Club.

Province of Quebec has—in Canada, at least—a reputation for healthy as well as numerous progeny and there is every reason to believe that, when the time comes to celebrate our first birthday, we shall be able to look back over a helpful as well as a happy year.

It is to be presumed that every large city rather prides itself upon what it is pleased to regard as its unique and exclusive peculiarities. Montreal certainly does and it is evidently to be the joy as well as the duty of the Rotary club to come into immediate and perhaps violent contact with some of them in the process of making room for proper and adequate revolutions. For one thing, it has been a cherished business tradition here for so long that the memory of man runneth not to the contrary, that the race in any business or profession, with only chance exceptions, is “won by one and by one.” The suns in their courses were not more unalterably separated and immovably spaced than the men who conducted the various industries which were making the city’s material prosperity. Whether our honorable and pious founder, Paul Chomedy, Sieur de Maisonneuve, worked out this special philosophy on the basis of his trading experiences with the Indians of the Seven Nations is not recorded in history, but it seems to have persisted fairly unchanged in the three centuries which have passed since Montreal first found a place on the map.

What is going to happen when the principles of the Rotary club come into violent conflict with the existing traditions affords ground for much interesting conjecture. So far we have held three meetings and the solar system of our financial district still seems to be intact, although nearly two

dozen of varied interests have dispensed with the formality of a long acquaintanceship and talked over many matters from the standpoint of mutual confidence and a common interest.

JOHN S. LEWIS, *Assoc. Ed.*

TORONTO (Canada).



A novel feature in regard to recent speeches made at a Rotary club has been introduced by the Toronto club, in the form of printed pamphlets containing the speakers’ addresses, which are distributed to the entire membership for reference and careful perusal.

The contest for attendance now being waged in this club has developed the keenest rivalry and has been instrumental in bringing the average of attendance up from around forty to over seventy. The two sides have been dubbed the “Arts” and the “Crafts” sections, and after a particularly close contest in which the “Arts” came out victorious, J. C. Williams, of the “Arts” side, was inspired to poetry and sent an original and most remarkable seven-paragraph poem to all members of the “Arts” side, which made a big hit.

When J. C. Williams is not writing poetry he practices as an optician.

Recent interesting addresses before the club have been those by Mr. Tyrell, on “Books,” Mr. Copeland on “Loose Leaf System”—in which he said that this system was originated by Adam and Eve—by Mr. Stephens on “Reinforced Concrete,” by Mr. Westwood on “Hose Supporters and Suspenders,” and by Mr. Arthur Freeman on “Engineering, Heating, Ventilation and Sanitary Plumbing.” B. A. TRESTRAIL, *Assoc. Ed.*

VANCOUVER (B. C.).

Variety, that spice of life, has been the spice of November doings in the Vancouver Rotary Club. A. L. Hager, manager of the Canadian Fish Company, entertained at the first luncheon and certainly gave the members a chilling reception. We started, 182 strong in the cold storage rooms at 15 degrees below zero but left the plant warm from the heart out. We saw fish of endless variety, piled like cordwood in stacks seemingly miles long, or cased in boxes for shipment. We witnessed the unloading, preparing, weighing, packing and freezing of halibut brought in by the “New England,” the first halibut steamer on the Pacific. We saw fish, heard fish, smelled fish, thought fish, talked fish and sat down to an eight course luncheon where we ate fish and drank fish. We tasted everything from whale to clam, from shad roe to shark, from lunge to lobster. And then Rotarian Hager gave a discussion of his business intensely interesting from “strike” to finish. He told something of the history of the industry and of his company, of the problems it had continually to solve, of the markets to be supplied

or created, of the methods employed and the ideals before the company.

His Worship, Mayor Baxter of Vancouver, at our next luncheon spoke on "Civic Efficiency" and dealing with civic finances enlisted the sympathetic understanding of Rotary for the problems of the city fathers.

On Tuesday, November 18th, Mr. E. J. Sprott, B. A., told of the work his business schools were doing to "manufacture office help" of the right kind, and of the phenomenal growth they had had in eight years—from no pupils to an average daily attendance of over 500, with equipment running in cost to over \$20,000.00.

Our clerical representative, Rev. E. Leslie Pidgeon, delivered a terse, forceful address on the "Church in Modern Life" in which he showed that the church played a real part in the community life and was responsible to a much greater extent than commonly realized for the moral tone of society.

A number of Vancouver Rotarians visited Victoria as guests of the newly organized Rotary club there and report that the Victoria club has got away to a flying start not only in their initial function but also in the character of the membership.

We have seen in THE ROTARIAN questions as to what a model roster should be. Some Vancouver members suggest sending a sample of our new roster, as an answer to the queries. Thro' the kindness of Rotarian C. P. Biggs we have a loose-leaf cover in limp leather, each man's copy with his name embossed in gold. The usual classifications of names and business and the constitution are well printed on a fine, tough paper and the whole is a handsome booklet of vest-pocket size.

J. R. DAVISON, *Assoc. Ed.*

VICTORIA (B. C.).

(Extract from letter received from former President E. L. Skeel of the Seattle Rotary Club enclosing photograph of the first banquet of the Rotary Club of Victoria, organized through the co-operative efforts of the Rotarians of Vancouver and Seattle.)

"At the first banquet of the recently organized Rotary Club of Victoria there were present in addition to the twenty-five or thirty charter members of the club, twelve members of the Vancouver club, including President G. S. Harrison and five members of the Seattle Rotary Club. Mr. R. J. Robinson, of the Stewart Hotel of San Francisco, happened to be a guest at the Empress Hotel where the banquet took place and learning that a Rotary meeting was being held, made himself known and joined the crowd.

"The Victoria club is to be congratulated upon the initiative shown by their own members and upon the assistance they have received from the Vancouver Rotarians. The Seattle club was glad to be able to be of service at the initial meeting.

"The new club is certain to make good progress because it has a number of strong men among its charter members. They have a live organization with an especially good set of officers, a strong board of directors and an active working secretary who appears to be an ideal man for his position.

"The telegrams of greetings from Russell F. Greiner, Paul P. Harris and Chesley R. Perry were greatly appreciated when read at the meeting.

"The president of the Victoria club is Frank Higgins, barrister and solicitor, 1118 Langley street, and the secretary, Capt. T. J. Goodlak, 125 Hotel Ritz, Fort street."

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BRITISH AND IRISH SECTION



Germs, Good and Bad

By Dr. R.T. Halliday

Member of the Glasgow Rotary Club

THE profits of employers and the cleanliness of employees, the enactment of legislatures, and the ravages of micro-organisms—have these anything to do with one another? This brief article may answer the query to the satisfaction of every business man and perhaps to the astonishment of some.

During the past quarter of a century the science now known as bacteriology has made very rapid strides. It had been realized long before that period that

"Big fleas have little fleas
Upon their backs to bite 'em:
And little fleas have lesser fleas,
And so ad infinitum."

and that there existed low down in the scale of life myriads of minute organisms which had the powers of growth and multiplication and reproduction. But it is only within comparatively recent years that our knowledge has so developed by the aid of very high power microscopes, that we are able to study and class those lowest forms of life, to examine their powers for good or for evil, and to harness them or destroy them at will.

Our laws of hygiene are all governed by our knowledge of these micro-organisms. The whole surgical treatment of disease has been revolutionized by our more enlightened views regarding them. Modern sanitation in our cities often depends on them. In many businesses they are harnessed for use. And as in multitudes of cases your pockets will be affected by their action in trivial wounds and minor injuries to your work people, some few words on these organisms may serve to explain much that might otherwise not be so easily understood. Moreover, on them depend your bread and your beer.

Most of the ills that human flesh is heir to are now known to originate from germs. The ordinary yellow matter which grows and develops in boils, abscesses and on foul sores; the festering of wounds and bruises; and the rapid development of blood poisoning from even slight superficial wounds all depend upon actual living germs. So, too, the spread of infectious disease from person to person and place to place; the spread of the characteristic redness of erysipelas or "rose"; even the redness and swelling of an ordinary inflammation; these and many other processes which we meet with from time to time are due to micro-organisms, actual living particles, which are popularly called germs or microbes. These living particles have the power of growing and multiplying very rapidly and very extensively whenever they

settle in a particularly suitable place for their development, and this in many cases simply means whenever they get plenty of dirt and filth, or a general absence of fresh air, sunlight and cleanliness.

These germs are very minute and cannot be seen with the naked eye. They can only be seen with the aid of special microscopes, and there are many of them not visible even with these. We see their effects and know that they are there, but we have never yet been able to see, or at all events to identify them. Scarlet fever is a notable instance. We see and know the effects of the germ but have never been able to actually identify it.

Some germs are very harmful to us. Others, again, are not only harmless but are useful to us, while in the case of others we could not well get along without them. They are quite as necessary for our existence as we are for them. Many processes familiar to us in our every-day life owe their existence to some variety of living germ. All our common infectious fevers are caused by particular microbes or by the poisons which they form in their growth and development. The ravages of consumption, cholera, sleeping sickness, malaria and yellow fever are all due to similar parasites. Other classes cause decomposition and decay of organic matter, putrefaction, fermentation, suppuration, inflammation, and similar processes. It is a special germ developing in milk which causes milk to turn sour. This germ, indeed, has been found to be of value in destroying other germs, and so we have harnessed it for our use; we cultivate it specially, this lactic acid germ, and use it as a remedy for certain conditions of the bowel.

It is germ life likewise which causes meat and fish to become tainted and bad when kept too long. If we had no such germs to act as scavengers for destroying and removing organic matter, animal and vegetable material would keep forever, and never decay. The mould which you find on old cheese is caused by a microbe; so is the woolly fungus which grows on your boots if you leave them in damp and dark places. The "dry rot" of wood; the hairy growth on neglected jams and jellies; the white spots which spread over the tonsils in cases of spotted throat; the black spots on your teeth which betoken decay and give you warning of future toothache when the germs get their work more complete; the foul shave at the barber's shop; the dirty saliva of some chest diseases; the membrane which blocks the throat in croup and diphtheria; even the rising of the yeast in the baking of bread, and the fermentation of

our beer and wines; all these are caused by the growth and multiplication of some kind of living germ. Hence my statement that we depend on microbes for our bread and beer.

The air we breathe, especially in our crowded towns, is full of many varieties of germs. They are carried by the wind, by dust, by flies, by clothing, everywhere. The water we drink is loaded with them; the soil around us teems with them and would be unfertile without them. Cholera and enteric fever are usually due to the entry into our drinking water of, or the contamination of our milk supply by, their special microbes. The terrible disease known as "tetanus" or lockjaw, is simply a form of blood poisoning caused by the entry of a special germ into a wound. These very virulent tetanus microbes are found in large numbers in our garden soils and manures, and this accounts for the occurrence of this dread malady even after slight scratches on the hands or feet of those working with manured soil.

Millions of germs in infinite variety lie on our skin. Some persons of course have more than others, depending upon our cleanliness. The very cleanest of us, however, have them in abundance in our mouths, and even in our alimentary canal. To these microbes are frequently due attacks of appendicitis, peritonitis, diarrhoea and other ailments familiar to many of us. When you pause to calculate that the ordinary varieties of microbe are about 1/20,000th of an inch in length, and that a cluster as big as an ordinary grain of sand might contain millions: what possibilities for mischief may lie under your finger nails? Everywhere they lie, dormant perhaps for long periods but waiting a suitable opportunity and suitable point of attack; and when the surroundings are favorable and the vitality of any part of the system is lowered, then their chance comes. When the skin is broken they lodge in the wound, set up inflammation and suppuration, and sometimes erysipelas and blood poisoning results. Even when a hair is pulled from the skin many of you have doubtless experienced what a sore pustule often results. This is due to an infection from germs, the result depending on the nature and virulence of the germ and on the amount of natural resistance set up by the tissues invaded.

Now every point of the human body which may be invaded by germs becomes, for the time being, a sort of culture for them, a hatchery, provided the surroundings are suitable for their development. There they settle and begin to multiply with amazing rapidity. At every point of injury, therefore, even in slight wounds, there ensues an actual battle, the germs attacking and the tissues of the body endeavoring to withstand the invaders. The success of either depends on the strength of the invaders on the spot and the amount of resistance which the tissues can set up. These facts show the need for thorough cleanliness in dealing with all injuries.

Now for the application of this treatise on germs. Our superior knowledge of germ life and action is valueless unless we learn how to circumvent these ever-ready microbes and how to neutralize their constant tendency to set up mischief. When we know what they

are and the dangers connected with them, we should be the more competent to intelligently carry out measures which aim at their repression or destruction. It is the existence of microbes and the desire to combat them that determine many of our modern methods of procedure, not only in surgery and sanitation, but in agriculture, in commerce, in food production and preservation, and many other fields. The disinfection and fumigation of clothing and buildings, the destruction of town refuse, the ventilation of sewers, the purification of rivers, the preservation of food stuffs, even the filling of decayed teeth by the dentist, are all due to the continual battle going on between mankind and micro-organisms, and the attempt by us to combat the ravages of those that are harmful and use those which are of service. The "heating" of farmyard manure, and its application with its millions of nitrogen-producing germs to the soil of our fields and gardens is a method adopted by us to utilize the work of these germs. Others we use in bacteria beds to transform our sewage and render it harmless.

Tinned salmon and canned or bottled meats and fruits keep indefinitely if sealed up from contact with the air,—that is, if the contents are protected from its germs. Mutton is frozen and so kept for long periods, because germs cannot attack it and develop when subjected to the temperature of the icehouse or refrigerator. Salicylic acid, boracic acid, alcohol and many other substances are added to foods to preserve them, for similar reasons, because these substances prevent the growth of germs. The "sterilizing" of food stuffs or of appliances or surgical dressings simply means rendering them free from germs or incapable of supporting the life and growth of germs on them. Sulphate of iron and chloride of lime are added to refuse heaps for a similar purpose.

The present day surgeon operates in a specially sterilized room, where the atmosphere is rendered free from germs, i. e. is *aseptic*. He wears a specially sterilized coat and apron; everything he uses is sterilized, either by steam or other process; all to circumvent those dangerous microbes.

What is the moral in all this for business men? The moral is cleanliness, in your employes for whose injuries you may be responsible in your works or offices where they are employed. To point this moral I will cite three actual cases which have recently occurred. They could be multiplied indefinitely from the records of your insurance company.

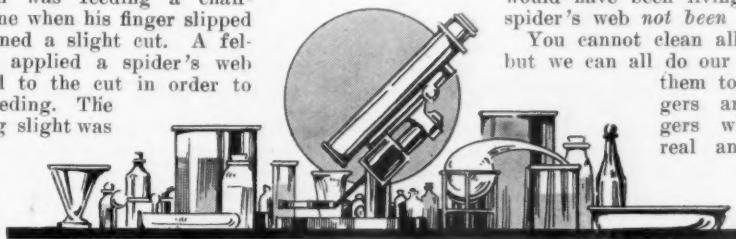
A man at work cleaning some machinery cut his finger. The cut was in itself a trivial affair, but it became septic, that is, germs infected it and the man lost his whole hand. It was amputated to save his life. Under the workman's compensation act the employer was responsible and was mulcted of a large sum because the workman had unclean hands.

A lamplighter fell off his ladder. He sustained a slight abrasion of the elbow, trifling in itself. But the man was wearing a very dirty shirt and this shirt infected the abrasion. He was taken into the Royal Infirmary and although his



arm was saved he has now been six months off work, but drawing full pay—because he was allowed to wear a filthy shirt.

A workman was feeding a chaff-cutting machine when his finger slipped and he sustained a slight cut. A fellow workman applied a spider's web from the wall to the cut in order to check the bleeding. The bleeding being slight was at once stopped but the dirty web caused tetanus, and



in a few days the man was dead. The employer was liable for a large sum. I do not wish to labour the point, but in all probability the man would have been living now had that spider's web *not been there*.

You cannot clean all your employes but we can all do our best to educate them to know the dangers around us, dangers which are, very real and which in a multitude of cases might be mitigated enormously.

CLUBS OF THE BRITISH ISLES

DUBLIN (Ireland).



Attendance at our Monday luncheons has improved.

Rotarian Rice's talk some weeks ago on Chemical Manures was worth going a long way to hear. Mr. Rice held a crowded lunch room wrapt for a memorable quarter of an hour. He made a hit.

So did Rotarian H. F. Holland, Irish Plenipotentiary, Ambassador-in-Chief, etc., etc., for Pooley's, "Weighing Machine Makers to the British Empire." What Pooley's cannot do in their line is—well, Holland is the boy that can tell you in language worthy of the subject. His talk a few weeks ago was voted tip top.

Rotarian Henry A. Gibson came along a week later and told us things about "Wrapping Papers" that were so unquestionably and uncompromisingly true that something approaching a lively debate followed. President William Findlater, had us all well in hand, however, and the order of the meeting was never in danger of being upset.

There will be—at least I hope there will be—good hot, heartfelt things come out at the talk on December 8th on "Tariff Reform" by Rotarian James P. Knowles, whose courage every Dublin Rotarian admires. Keep your eye on Dublin on December 8th. Watch the cable news.

Make way, gentlemen, for Dublin's latest Rotarian effort. "Cogs" is its name. It is our fortnightly organ by "occupation," and for a four-page thing not bad. But—we can do better, and we SHALL.

Several of our members are effected seriously by the labour troubles here, but, being Rotarians, they are not downhearted. They are fighting their conners like men, that is, fiercely, but—fairly.

The conference in Liverpool and Manchester (both cities on the same day) between all British and Irish Rotary clubs, was a distinct success.

Our President and Secretary represented Dublin. Special Marconigram from Dublin, Dec. 8, 2:30 P. M.—Tariff Debate over—no casualties.—Grehan.

T. A. GREHAN, Assoc. Ed.

EDINBURGH (Scotland).

The month of November seems to have been the busiest on record and the writer has had so much to do as secretary that his duties as associate editor have been somewhat neglected; that is the reason of this very short note this month. Ever since the Rotary Conference at Liverpool on the 30th October, down to the present day, 29th November, every moment seems to have been occupied.

We had a very successful monthly dinner on Thursday, 6th November, at which we had the pleasure of welcoming representatives from the Glasgow club—Dr. Halliday, associate editor of THE ROTARIAN, and Mr. Kirkwood, the secretary. The dinner was held at Ferguson & Forrester's restaurant for the first time. We have now made a change in our place of meeting, having arranged to hold meetings on alternate months at the Carlton hotel and at Ferguson & Forrester's. This month is known as the "Ferguson & Forrester's" month and has been marked by a constant increase in the attendance.

At the lunch on 13th November, we had 84, on 20th November we had 89, and on 27th November 90 members were present, this last constituting the record. Everything goes to show that the club is flourishing and when the special Edinburgh number of THE ROTARIAN appears next April, we hope to be able to show what the club can do.

THOS. STEPHENSON, Assoc. Ed.

LIVERPOOL (Eng.).

A conference of presidents and secretaries and other delegates of the British Rotary clubs was convened by Mr. Pentland, British Vice-President of The International Association, which was held in Liverpool on October 30th. Various proposals in connection with the furtherance of Rotary principles in Great Britain were discussed by representatives from Belfast, Dublin, Edinburgh, Glasgow, Manchester and Liverpool. Many important suggestions were brought forward and ventilated

and the outcome will in all probability be seen very shortly in the advancement of the movement throughout these islands.

The same evening the Liverpool club held its first ladies night. The delegates of the afternoon convention were the principal guests and each one said a few words of encouragement, good fellowship and thanks. Our president, Mr. George J. Pratt, presided over the gathering of 131 diners and proved himself a delightful host. The function was a complete success, due in great degree to the untiring efforts of the indefatigable chairman of the fraternal committee, Mr. A. H. Hunt.

AUGUSTINE RIED, *Assoc. Ed.*

LONDON (Eng.).

LADIES AND ROTARY.

The London Rotary Club had a most enthusiastic ladies' night at the Waldorf Hotel on Tuesday, November 11th.

Business was taboo for this evening and Rotarians and their ladies gave up the evening to a right royal enjoyable festival.

We were favoured by the presence of Rotarians Alexander and Wallace of Belfast and Rotarian James R. Coade of Dublin and they were so delighted with the success of the evening that they expressed the wish that Ireland would go and do likewise.

President G. J. P. Arnold presided and in the course of his speech gave expression to his delight at the success of the function and sincerely hoped that the ladies' night would become a yearly function.

"Admiral" Dewey in his usual racy style proposed the ladies and welcomed them into the sanctuary of Rotarians for the evening.

A capital programme of music, under the direction of the "Admiral" was thoroughly enjoyed by the company, and we all feel sure that the Club has benefited by admitting the ladies into the secrets and mysteries of Rotary.

GEORGE DOLAND, *Assoc. Ed.*

ROUND TABLE TOPIC—THE CLUB ROSTER OR DIRECTORY.

GLASGOW, 10th November, 1913.

CHESLEY R. PERRY, Esq.,
Chicago, U. S. A.

DEAR MR. PERRY:

Many thanks for your congratulations on our new club directory. The following is a list of the particulars published concerning each member of the Glasgow club:

1. Name.
2. Classification.
3. Firm represented and address.
4. Telephone number.
5. Residence.
6. Residence Telephone.
7. Recreations.
8. Name of Lady of House.
9. Portraits.

Numbers 1, 2, 3 and 4 are published for every member, numbers 5, 6, 7, 8 and 9 are optional, but quite a considerable number of our members supplied the optional information or part of it, and fully 86 per cent of the membership supplied portraits.

We discarded the word "Roster" as it is an unusual word in this part of the world, and actually means something different from a list such as that under consideration. "Directory" is a familiar word and at once conveys to a Glasgow man the purpose and intention of the Book.

We have an entertainment committee in our club to whom the list of recreations is useful, it also enables members to find a subject of common interest and leads to closer association of those interested in the same pursuit.

The name of the Lady of the House is most

useful to many members of the club whose business is entirely with the fair sex. Circulars and business announcements can thereby be addressed to the party particularly interested. I am glad to say that many of the Glasgow Ladies are enthusiastic Rotarians.

Referring to the words "board of directors" which have been used to designate the governing body of our club, we appointed six committees for various purposes, and the term used obviates misconception which would be possible were the word "Committee" used for the governing body and "sub-committee" for the others.

The word "Convenor" is quite usual here and signifies the Chairman of a Committee. Each convener is also a director of the club, thus ensuring close touch between the directors and the committees.

We have included in our Directory an alphabetical list of classifications represented in our club, also firms represented; both these lists have been found useful.

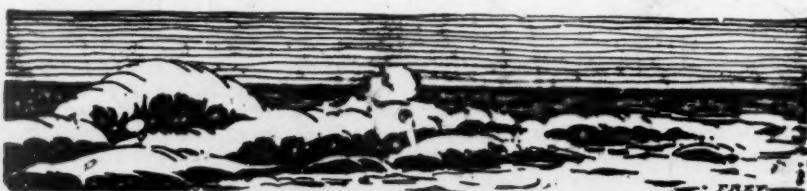
We have adopted the suggestion to include in our next issue the names and addresses of presidents and secretaries of each Rotary club in the British Isles, with the time and place of meeting of each club.

With a view to keeping the information up-to-date we propose to issue a fresh edition of the Directory every six months. Two copies of each edition will be sent to each member, one for the office and the other for home use.

With kind regards believe me,

Yours very truly,

WALTER LAIDLAW,
President, Glasgow Rotary Club.





BURTON E. PFEIFFER. Born at Niagara Falls (N. Y.), U. S. A., 1881. Moved to Buffalo, N. Y., at age of five years. Attended public school until twelve years of age, when he was obliged to enter commercial life.

At age of fifteen he started in his present line of business as stock boy in a haberdasher's store and made steady progress. In 1907 he became manager of the Buffalo store of The Men's Wear corporation. In 1908 took charge of their New York stores and in 1909 was appointed general manager of all their stores in various cities, which position he holds today. In 1911 was elected president of The Burton E. Pfeiffer Co., of Pittsburgh, Pa. Was also appointed in 1911 salesmanager for the United Shirt & Collar Co., Buffalo, in charge of their Western New York and Canada division.

Mr. Pfeiffer is a 32° Mason and a member of Ismailia Shrine, the Chamber of Commerce, the Guido Chorus, and the Wholesale Merchants Association.

He organized and assisted in the organization meetings of Buffalo, Rochester, Syracuse, Albany, Toronto, Erie and New Castle, Pa., clubs, and is an honorary member of Houston, Texas, Toronto and Erie clubs. He is chairman of the Trade section of Rotary Haberdashers, and Vice-President of the International Association of Rotary Clubs (for the eastern division of the United States).

WM. FINDLATER. Born forty odd years ago in Dublin, Ireland. Educated in Dublin—holds degree "Master of Arts" in Dublin University. Was a partner with his late father and brother in the well known firm of Alex. Findlater & Co., established in 1823—the firm now a limited company, and the subject of this sketch is now managing director of same. Was President of the Federation of Grocers' Associations of the United Kingdom when they held their annual conference in Dublin in 1905, and is now a Vice-President of same. Vice-President of the Rotary Club of Dublin when first formed, and is now President of same—also Director, International Association of Rotary Clubs.

MACK OLSEN was born in Monroe (Wisconsin), U. S. A., 1873. Attended the public schools there and at Stoughton, Wis. In 1889 was appointed to the U. S. Naval Academy at Annapolis. Resigned from the service in 1893 and went on the road as a traveling salesman. In 1903 went into the real estate business in Des Moines, Iowa, and is still in the same business. In 1911 was appointed on the Board of Visitors to the U. S. Naval Academy. Is President of the Iowa State Republican League, Director of the Commercial Club for the last six years in Des Moines; organized the Des Moines Real Estate Association, and was its President for two years; organized the Des Moines Norwegian Club and was its President for two years; was Vice-President of the Des Moines Ad. Club when it won the Printers' Ink Cup. Is now President of the Union Building and Investment Co., President of the American Land and Securities Co.; President of the Mack Olsen Co.; Treasurer of the Des Moines Garden Club, and Director in various other organizations. Organized the Des Moines Rotary Club and was its President for two years. Has been a Director and member of the Executive Committee, and is now Vice-President of the International Association of Rotary Clubs for the central division of the United States.

Progress In Rotary Extension Work

(This is a new page or department which will probably prove of interest to many of our readers, especially those "pioneers" who left the old home town years ago for new fields of activity.)

NASHVILLE (Tenn., U. S. A.).

Secretary F. G. Langham writes us that the Rotary Club of Nashville is now in full force. At their first meeting they had fifteen members present and also Division Vice-President John E. Shelby of Birmingham and at their second meeting out of 40 members, 35 were in attendance. He goes on to say "the officers are: J. H. Allison, President (Mgr. of the morning paper); R. B. Brannon, First Vice-President (Mgr. Hermitage Hardware Company); Walter H. Clark, Second Vice-President (Secy. and Treas. of Manufacturing Company); F. G. Langham, Secretary and Treasurer (Insurance), Stahlman Building.

"A committee was appointed to get up the charter, which has been done. We have elected our board of directors and they have had a meeting and most all committees have been appointed. It seems to be a very enthusiastic bunch, and all are busy seeing that the proper parties are being placed for membership. If you have any advice to offer or any explanation to give we will greatly appreciate same, and any printed matter that we could place in the hands of the members we would be glad to get hold of it.

"You may bear in mind that Nashville will have one of the best clubs in this part of the country and will do all we can to help other clubs and uphold the dignity of the organization. Our regular meeting will be Tuesday of each week, at a local hotel."

EVANSVILLE (Indiana, U. S. A.).

Secretary Lewis writes "The fireworks are now a thing of the past in the Evansville Rotary Club which was duly and properly installed on the evening of December 9th.

"We had a delegation of twelve from Terre Haute headed by President Holloway and a delegation of five from Indianapolis headed by Secretary Wray. We also had telegrams from Chicago, St. Louis and Houston.

"There was a business meeting at 7:30 and we adopted the constitution and by-laws recommended by International Headquarters. Election of officers resulted as follows:

President—R. H. Pennington, Wholesale Produce.

Vice-President—J. C. Johnson, Banker.

Treasurer—U. H. Seiler, Building and Loan.

Secretary—V. C. Lewis, Typewriters.

"Tuesdays will be our luncheon days and we want visitors from other Rotary clubs.

"We had 109 on our list when we inaugurated and I am sure that it is as good and as live a bunch as in any Rotary club in the country, bar none. We have made haste slowly and have a nucleus of the best men in Evansville."

NEW CASTLE (Pa., U. S. A.).

At New Castle, Pa., Scott Paisley (Paisley's Pharmacy) is the president of the Rotary club instead of Mr. Muse, as stated last month. The new club has just made application for membership in the Association.

President Paisley writes that they had their second weekly luncheon on Monday, December 10th, at the New Leslie and had out about 50 per cent of their members. At the next luncheon the president had the authority to call on any one of the members and those who could not get up and describe the window display of at least four other Rotarians and criticize its weak point were to be fined 25 cents each.

There is no doubt that the contest proved interesting.

The secretary is W. H. Schoenfeld, who is also the secretary of the New Castle Hardware Co.

MCKEESPORT (Pa., U. S. A.).

The temporary organization was accomplished on December 12th through the activity of Mr. John A. Russell, Secretary of the Builders Supply Company, who had assembled an Organizing Committee of six members and then gathered a larger organization together for the preliminary meeting. Former President Oscar T. Taylor of Pittsburgh Rotary attended the preliminary meeting and addressed the new club. The secretary is R. W. Junker.

MISCELLANEOUS.

Shortly after the first of the year there will probably be a number of other new clubs heard from. Herewith we give the names of a few with the names of the chairmen of the Organizing Committee. If you feel the spirit moving you, drop one or more of them a message of good wishes for the new year.

South Bend, Ind., Otto M. Knoblock, Vistula Ave. and Sample St.

Akron, Ohio, M. E. Harpster, Nantucket Bldg. Norfolk, Va., C. J. Mains, Monticello Hotel.

Seranton, Pa., Morton H. Stephens, 504 Peoples Bank Bldg.

Youngstown, Ohio, Chas. F. Owsley, 1301 Mahoning Bank Bldg.

Calgary, Alta., Can., T. A. Weir, 110 6th St. W.

Cedar Rapids, Iowa, John Gordon, Jr., 811 Security Bank Bldg.

Elmira, N. Y., Frederick C. Tomlinson, 111 W. Water St.

Raleigh, N. C., Manley W. Tyree.

Springfield, Ohio, W. E. Copenhaver, c/o The Bauer Bros. Co.

Pensacola, Fla., Wm. Fisher, Fisher Real Estate Agency.

MororLess Personal



Upon learning of the flood disasters in Central Texas, International President Greiner promptly telegraphed to Presidents Hayes of San Antonio and Bell of Waco the sympathy of the International Association and added: "If flood sufferers need financial aid, wire me and I will recommend appropriation from general relief fund." Responses from the Texas Rotarians indicated how much they appreciated President Greiner's thoughtfulness and promptness, but it developed that the people of Texas were able to take care of the situation themselves without outside help. What a privilege it will be to visit ten different cities of this great, imperial commonwealth when we go to the Rotary Convention.

Mr. Thos. Stephenson, Ph. C., F. C. S., F. R. S. E., Membre de la Societe Chimique de France (and, incidentally, Secretary of the Rotary Club of Edinburgh, Scotland), has just been appointed by His Majesty's Privy Council a member of the Board of Examiners for Scotland. The appointment is for four years, and Mr. Stephenson's special subject is pharmaceutical chemistry and *materia medica*. Mr. Stephenson has already served as Examiner for a period of four years, and his re-appointment by the Privy Council for a further term is evidence that his work in this capacity has met with appreciation at the proper quarter.

Silvester Schiele, for several years vice-president of the Old Colony Life Insurance Company of Chicago, has been appointed Chicago manager for the Germania Life of New York. Mr. Schiele was one of the organizers of the Old Colony Life and his resignation was accepted with regret by the Directors. Mr. Schiele was also one of the organizers of the first Rotary Club in the United States and was its first president. He leaves the Old Colony with a healthy growth in business since he has been connected with it. Mr. Schiele's experience and success both as a personal producer and as an agency manager leads the Germania to believe that it has now found the man it has long looked for.

San Antonio Rotarians have fitted up a club headquarters room at 225 Gunther Office Building. (N. B. All mail, however, should be sent to P. O. Box 807.) A charming young lady has been installed as assistant to the secretary and members are advised that at the headquarters room they can dictate their business correspondence (at regular stenographic rates), can have their circulars addressed and mailed (for a reasonable charge) and have desk room for their private business convenience. Committeemen will be summoned to committee meetings by club telephone and Rotary

correspondence can be carried on free of charge. This looks like a pretty good arrangement for any Rotary club to consider having.

Not so very long ago an Omaha man went to Philadelphia to engage in business. His Omaha concern was represented in the Rotary Club and when he arrived in Philadelphia and required certain goods and services he sought them from Philadelphia Rotarians. They in turn became interested in what he was trying to do in Philadelphia and some very friendly relations were established. The Omaha man was James E. Baum and his brother Dan Baum told us at the Buffalo Convention that they felt very grateful for the Rotarian fellowship which Mr. Baum encountered in Philadelphia. Now, still more recently, come newspaper announcements as follows: "Baums In Consolidation. Omaha concern reincorporates with Philadelphia company. James E. Baum is made president and head of the new business which is third largest of its kind in the entire United States. The new concern is capitalized at one million dollars and is known as the Supple-Biddle Hardware Company. Co-operation of employees and employers is to be the key note of advancement of the new incorporation."

BEWARE OF SWINDLERS.

A Rotarian in Chicago was recently made the victim of a tale of distress from a woman representing herself to be the widow of a St. Louis Rotarian.

It is evident that Rotary has spread to such an extent that the dishonest and unscrupulous are tempted to use its name. Caution should be used in all appeals for relief. The president and secretary of the local club should be communicated with before assistance is given.

HAPPY NEW YEAR!

Happy New Year, did you say?
No, not when you look that way.
What's the matter, can't you smile?
Side-track your grouch a little while.



F. R. J.
I knew you could it you just would.
Just as all Rotarians should;
You look jolly, happy, free,
There, that's better, now you get me,

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HAPPY NEW YEAR, ASSOCIATE EDITORS!

Will you do something for your magazine
this first month of the new year?

Take your personal copy with you to the
next meeting of the club. Ask each member
if he has read the January issue of THE ROTARIAN
and if he has not, just let him *glance briefly* at your copy and get from him a
promise that he will look up his copy at the
office or at his home and read it before the
next meeting of the club.

Ask him to do it as a favor to you and to
me. We really will be doing him a favor
for there never was an issue that had any
more good stuff in it than this January,
1914, issue of ours. Don't you agree with
me?—Editor Perry.

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A Rotarian is Welcome to Any Rotary Club

Good Roads.

Thos. A. DeVilbiss, Chairman, 1304 Dorr St., Toledo, Ohio, U. S. A.

Transportation.

J. M. Tompsett, Chairman, 1324 Washington Ave., St. Louis, Mo., U. S. A.

AFFILIATING ROTARY CLUBS.

Arranged in three Divisions: United States, Canada, Great Britain and Ireland.

United States.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

ALBANY (N. Y.).

President—BEN V. SMITH, Optometrist, 50 N. Pearl St., Phone, Main 2279-J.

Vice-President—CHARLES M. WINCHESTER, Vice-Pres. and Gen. Mgr. J. B. Lyon Co., Printers, Lyon Block, Phone, Main 2565.

Secretary—GEORGE S. DE ROUVILLE, Mgr. Cotrell & Leonard, Wholesale Hats and Caps, 472 Broadway, Phone, Main 2530.

Meetings, Friday of each week at 1 p. m., Hotel Ten Eyck.

ATLANTA (Ga.).

President—HUBERT W. ANDERSON, Maier & Berkele, Diamonds and Jewelry, 31-33 Whitehall St., Phone, Main 3161.

First Vice-President—HENRY W. GRADY, Mgr. Southern Engraving Co., Photo Engraving, Constitution Bldg., Phone, Main 704.

Second Vice-President—BEN LEE CREW, Phillips & Crew, Pianos Musical Instruments, 82 N. Fryer St., Phone, Main 891.

Secretary—HOWARD GELDERT, Coke Davis Ins. Agency, Insurance, Fire and Casualty, 504 Grant Bldg., Phone, Ivy 2598.

Meetings held first and third Tuesday of each month.

AUSTIN (Texas).

President—R. L. RATHER, Scarbrough Building.

Vice-President—FRED K. FISHER.

Secretary—A. E. STELFOX, care The Stelfox Co.

Meetings every Friday at The Driskell Hotel.

BALTIMORE (Md.).

President—WILLIAM D. GILL, Wm. D. Gill & Son, Wholesale Lumber, 1811 Philip St., Phone, Wolfe 220.

Vice-President—GEORGE G. MUTH, Gen. Mgr. Muth Bros. & Co., Wholesale Druggists, 23-25 S. Charles St., Phone, St. Paul 480.

Secretary—OREN H. SMITH, Mgr. American Dist. Telegraph Co., Fire Protection Devices, 106 Equitable Bldg., Phone, St. Paul 2031.

Meetings are held every Tuesday at 1 p. m., Cafe Room, Hotel Rennert, Liberty and Clay streets.

Club Headquarters Hotel Rennert, Liberty and Clay Streets, Telephone St. Paul 1800.

HOTEL: Rennert, The Rotary Hotel of Baltimore.

European plan. Centrally located.

BEAUMONT (Texas).

President—J. E. EMERSON, Mgr. Beaumont Electric Light & Power Co., 2025 Calder Ave., Phone, S. W. 1622.

Vice-President—W. F. KEITH, Dunlap Drug Company, 1810 Calder Ave., Phone, B. T. 1052.

Secretary—M. G. MUSE, Mgr. Rosenthal Dry Gds. Co., 1716 Broadway, Phone, S. W. 1484.

Meetings held Wednesday of each week at Hotel Crosby.

BINGHAMTON (N. Y.).

President—FREDERICK W. BRANDT, Investment Bonds, 303 Press Bldg.

Vice-President—GEORGE L. NELSON, Children's Carts & Sleds Mfg., 109 Murray St.

Secretary—CLARENCE L. FRENCH, Correspondence Instruction, 312 Press Bldg.

Luncheons Wednesday 12:30 to 1:30 p. m.

Meetings last Wednesday of month at 6:15 p. m.

BIRMINGHAM (Ala.).

President—HARRY B. WHEELOCK, Architect, 19 Steiner Bank Bldg., Phone, Main 1018.

Vice-President—J. E. SHELBY, Pres. Cable-Shelby-Burton Piano Co., Phone, Main 1282.

Secretary—JOHN C. HENLEY, care Birmingham Publishing Co.

Luncheons, every Wednesday at 1 p. m. to 1:45 p. m., Gold Lion Tea Room. Business Meetings, 1st Friday of month at 8 p. m., Chamber of Commerce.

BOSTON (Mass.).

President—LESTER P. WINCHENBAUGH, Prop. Wholesale & Retail, High Grade Papers, 14 Oliver St., Phone, Main 6230.

Vice-President—A. W. BLACKMAN, Pres. and Treas. D. F. Munroe Co., Wholesale & Retail Paper Bags, Twine, 299 Congress St., Phone, Main 5100.

Secretary—RALPH G. WELLS, John Hancock Bldg., Club Headquarters, 178 Devonshire Street, Room 213, Phone Ft. Hill 1715.

Luncheons Every Wednesday at 1 p. m., Boston City Club, Beacon Street. Monthly meetings held on second Monday of each month at 6:30 p. m., Hotel Nottingham.

HOTEL: Nottingham, Copley Square. Modern. European plan, \$1.00 per day and up.

BUFFALO (N. Y.).

President—DAVID C. HOWARD, Pres. Delaney Forge & Iron Co., Forgings, 300 Perry St., Phones, Federal 1332; Bell, Seneca 252.

Vice-President—CHRISTOPHER G. GRAUER, Secy. Otto Ulbrich Co., Booksellers, Stationers, Engravers, 386 Main St., Phones, Federal 127; Bell, Seneca 717.

Secretary—WILLIAM J. CHOWN, President Chown School of Business, Commercial Bookkeeping, Short-hand, Typewriting, 535 Ellicott Sq., Phone, Fron. 26802-Sen. 870.

Meetings are held on every Thursday at 12:30 p. m. at Hotel Statler. Club headquarters at office of Secretary.

CAMDEN (N. J.).

President—RALPH D. BAKER, James F. Baker Co., Real Estate & Fire Insurance, 924 Broadway, Phones, Bell 794 L; Eastern 254.

Vice-President—WILLIAM E. MORGENWECK, Merchant Tailor, 17 Broadway, Phones, Bell 584 L; Eastern 560.

Secretary—WILLIAM CLINE, Employers' Liability and Automobile Insurance, 221 Market St., Phone, Eastern 105.

Luncheons every Tuesday except 1st Tuesday in each month, 12:30 to 1:30 p. m., Peterson's Restaurant, 318 Market St. Monthly meetings 1st Tuesday of month, 6:00 p. m. at members' places of business.

CHICAGO (Ill.).

President—GEORGE LANDIS WILSON, Pres. F. Corbett Wilson & Co., 323 W. Lake St., Phone, Main 1523.

Vice-President—HERBERT C. ANGSTER, President Chicago Well Supply Co., 317 W. Ohio St., Phone, North 2281.

Secretary—ALFRED A. PACKER, Ventilating Systems, 1302 No. 19 S. La Salle St., Phone, Randolph 608.

Club Headquarters and Secretary's Office, 1302 Association Building, Phone, Randolph 608. Club dinners 2nd and 4th Thursdays, 6:30 p. m., at various places.

Luncheon every Tuesday, 12:30 to 1:30 p. m., at Sherman Hotel, N. Clark & West Randolph, in the West Room.

HOTEL: Virginia, Rush & Ohio Streets (North Side), eight minutes' walk to shopping district and theaters.

HOTEL: Gladstone, Kenwood Ave. and 62nd St. (South Side). Rooms with private bath \$7, \$8 and \$9 per week.

CINCINNATI (Ohio).

President—JOHN H. DICKERSON, Mgr. The J. B. Moos Co., Cigars Wholesale, 511 Sycamore St., Phone, Can. 4275.

First Vice-President—CHARLES E. ROTH, Treas. The J. C. Roth Packing Co., Meat Packer, 1010 Oehler St., Phone, West 2360.

Second Vice-President—ROBT. HENSHAW, Ass't Secretary, The G. Henshaw & Sons Co., Furniture (retail), Elm & Canal Streets, Phone, Canal 2216.

Secretary—CHAS. B. WILBERDING, Tailor, 206 Neave Bldg., Phone, Main 3922.

Club Headquarters and Secretary's office, 206 Neave Bldg., Phone, Main 3922.

Meetings held at Sinton Hotel, Assembly Room, every Thursday for noon-day luncheon at 12:30 p. m. (No luncheons during July and August.)

CLEVELAND (Ohio).

President—A. C. KLUMPH, The Cuyahoga Lumber Co., Lumber & Boxes, 1948 Carter Road, Phone, Central 1298; Main 5118.

First Vice-President—G. W. KINNEY, The Kinney & Levan Co., China, Glassware, House Furnishing Goods, 1375 Euclid Ave. Phone, North 1890.

Second Vice-President—CHARLES Y. McVEY, The Cuyahoga Telephone Co., Telephone Service, 206 Electric Bldg. Phone, Central 31; 204.

Secretary—H. O. LEINARD, The Cuyahoga Telephone Co., Telephone Service, Electric Building. Phone, Central 31.

Club Headquarters, 510 Cleveland Athletic Club Building, Euclid Ave. Phones, Central 2631-W, North 75. Weekly luncheon every Thursday at 12 o'clock in private dining rooms of Cleveland Athletic Club, same building as Club Headquarters.

Monthly banquets and business meetings held second Monday in each month at various hotels and clubs.

COLUMBUS (Ohio).

President—CHARLES H. BROWN, Secretary The Central Building, Loan and Savings Co., 46 East Gay St. Phone, Bell Main, 2560; Citizens 5663.

Vice-President—RAYMOND DOWDELL, Sales Mgr. Burroughs Adding Machine Co., 81 N. 3rd St. Phone, Bell Main 1432; Citizens 2003.

Secretary—HERBERT SHERWOOD WARWICK, Secretary-Treasurer, The C. W. Hain Safe Co., Safes, care Ohio Union, Ohio State University. Phone, Citizens 7908.

Luncheons first, second and third Tuesdays of month at 12 m., Grotto Room, Virginia Hotel. Meetings fourth Thursday, at 6:30 p. m. at Hartman Hotel.

HOTEL: Hartman, the Rotary hotel of Columbus, Ohio, J. A. Hadley, Manager.

DALLAS (Texas).

President—E. E. BEACH, Southwest Cigar Co., 1515 Commerce St.

Vice-President—HARRY A. OLMSTED, Southwestern Paper Co.

Secretary—W. C. TEMPLE, Texas Law Company, 805 Wilson Bldg.

Meetings held on Thursday at 12:15 p. m., Oriental Hotel.

HOTEL: New Oriental. American, \$3.00 and up; European, \$1.50 and up.

DAVENPORT (Iowa).

President—CHARLES S. HUBER, Kuppinger-Huber Land Company. Real Estate, Lane Building. Phone I.

Vice-President—HOWARD W. POWER, Secretary Water Lily Mfg. Co., Washing Machines, 1535 Rockingham Road. Phone 185.

Secretary—OSWALD BECKER, Travelers Ins. Co., Health & Accident Ins., 715 Putnam Bldg. Phone 4091-L.

Club Headquarters at office of Secretary. Meetings, Monday of each week at 12 m. at the New Kimball.

DAYTON (Ohio).

President—J. A. OSWALD, Pres. The Rotospeed Co., Duplicating Machines, 5th and Norwood Streets. Phone, Main 1945.

Vice-President—GEO. G. SHAW, Pres. Dayton Paper Novelty Co., 1220 E. Third St. Phone, East 404.

Secretary—GEO. S. BLANCHARD, President Blanchard Structural Products Co., 614 Schwind Bldg. Phone, Main 662.

Meetings first Thursday of each month at six-thirty p. m. Club luncheons each Thursday (except first Thursday) at Algonquin Hotel at 12:15 p. m.

HOTEL: Algonquin. Third and Ludlow, A. P. \$3.00 to \$5.00. E. P. \$2.00 to \$4.00. Fireproof.

DENVER (Colo.).

President—T. C. HITCHINGS, Pres. Hitchings-Van Schaack Investment Co., First National Bank Bldg. Phone, Main 1880.

Vice-President—CHAS. W. ADAMS, Mgr. Adams Hotel, 18th and Welton Streets. Phone, Main 3350.

Secretary—J. H. HINE, Pres. and Mgr. Hine Desk & Fixture Co., "Under the First National." Phone, Main 8134.

Club Headquarters at office of Secretary. Meetings held at Denver's leading hotels and clubs every Thursday, 12:15 p. m.

DES MOINES (Iowa).

President—B. F. WILLIAMS, President Capital City Commercial College, 10th & Walnut. Phone, Walnut 2152.

Vice-President—JAKE SHEUERMAN, President Capital City Woolen Mills, 8th & Market Streets. Phone, Walnut 3507.

Secretary—O. R. McDONALD, Mgr. Cleaning Compound Dept., Des Moines Packing Co., Paco Cleaning Compound, 18th and Muir, P. O. Box 657.

Club Headquarters 322 Flynn Bldg. Phone Walnut 5805.

Meetings held at Savery Hotel every other Thursday.

DETROIT (Mich.).

President—E. P. ANDREW, The Farrand Co., Pianos and Player Pianos, Retail, 178 Woodward Ave. Phone, Cherry 420.

First Vice-President—HAROLD HELMER, Beecher, Peck & Lewis, Paper, Wholesale, 134 Jefferson Ave. Phones, Main 3857; City 3197.

Second Vice-President—W. T. GREGORY, Asst. Gen. Agt. American Ex. Co., 18 Campus Martius. Phone Main 6121.

Secretary—ELTON F. HASCALL, The Detroit Refining Co., Lubricating Oils Mnfrs., 926 Majestic Bldg. Phone M-187.

Club Headquarters maintained at office of Secretary. Luncheon every Wednesday at Hotel Cadillac, at 12:30.

DULUTH (Minn.).

President—FRANK E. RANDALL, Clapp & Randall, Attorneys, Providence Building. Phones, Grand 1153A or Melrose 726.

Vice-President—GEORGE A. SHERWOOD, General Agent Minneapolis, St. Paul & Sault Ste. Marie (Soo Line), Sixth Avenue West. Phones, Grand 1914 or Melrose 14.

Secretary—GEORGE H. BATE, Supt. Duluth Office, The Bradstreet Company, 503 Fidelity Building. Phone, Grand 644 or Melrose 628.

Club Headquarters maintained at office of Secretary. Dinner every Monday at Elk's Club at 6:15, except every second Monday in month for luncheon at 12:30.

FORT WORTH (Texas).

President—J. F. ZURN, Traveling Passenger Agent T. & P.

Vice-President—R. H. FOSTER, Foster Company, Real Estate, 809 Houston St.

Secretary—ADAMS B. VERA, Vera-Reynolds, Fire Insurance, 509 Reynolds Bldg.

HOTEL: Seibold, Clopton and Meacham, Props. 7th and Commerce Sts. \$1.00 and up, E. P. only.

GALVESTON (Texas).

President—GEORGE N. COPLEY, Thos. Goggan & Brothers, Music.

Vice-President—F. M. LEGE, JR., Mgr. Galveston Gas Co.

Secretary—W. A. EICHER, Mgr. Paul Shean Plumbing Co., 2021 Strand.

Meetings held Thursday of each week at 12:30 p. m., Hotel Galvez.

HOTEL: Hotel Galvez. European Plan, \$2.00 and up per day.

GRAND RAPIDS (Mich.).

President—HUGH E. WILSON, Attorney, 1001 Michigan Trust Bldg.

Vice-President—DR. F. C. WARNSHUIS, Physician and Surgeon, 93 Monroe Ave.

Secretary—W. M. AMES, Insurance, J. S. Crosby & Co., 37 Ionia Ave.

HARRISBURG (Penn.).

President—JOHN S. MUSSER, Pres. & Gen. Mgr. Dauphin Elec. Supplies Co., 434 Market St. Phone, Bell 415.

Vice-President—C. HARRY KAIN, Architect, 210 Arcade Bldg. Phone, Bell 2283W.

Secretary—HOWARD C. FRY, Coal & Wood (Retail), 9th & Market Streets. Phone, Bell 2120.

Club Headquarters at office of Secretary. Meetings held on 1st and 3rd Monday of month at various places.

HARTFORD (Conn.).

President—CLARENCE M. RUSK, Special Agt. Traveler's Ins. Co., 700 Main St. Phone, Charter 1930.

Vice-President—SHIRAS MORRIS, Secretary and Treasurer Hart & Hegeman Co., Electrical Appliances, 342 Capitol Ave., Phone Charter 2631.
Secretary—CHAS. E. PECK, 28 High Street.
Meetings held 2nd Wednesday of each month at various hotels.

HOUSTON (Texas).

President—ROBT. H. CORNELL, Adv. Mgr. Houston Chronicle, Chronicle Bldg. Phones, Preston 8000; Automatic, A. 2113.
Vice-President—JOHN H. FREEMAN, Secretary Houston Title Guaranty Co., Stewart Bldg. Phone, Preston 1156.
Secretary—GEO. M. WOODWARD, Good Texas Lands, 1106 Scanlan Bldg.
Club Headquarters, 209 Lumbermen's Bank Bldg.
Luncheon and Meeting every Friday at 1 o'clock, Banquet Hall (10th Floor), Hotel Bender.
HOTEL: The Bender. Fireproof. Modern. European. \$1.50 to \$3.00. B. S. Swearingen, Managing Director.

INDIANAPOLIS (Ind.).

President—FRANK P. MANLY, V. P. & Gen. Mgr. Indianapolis Life Ins. Co., 302 Board of Trade Bldg. Phones, Main 3617; Main 358.
Vice-President—CARL F. WALK, Pres. Julius C. Walk & Son, Inc., Diamond Merchants and Jewelers, 5 & 7 E. Washington St. Phones, New 127; Main 127.
Secretary—GEORGE B. WRAY, Mgr. Office Furniture Dept. Wm. B. Burford, 38 S. Meridian St. Both Phones 310.
Luncheons every Tuesday at 12:30 to 1:30 p. m. at Claypool Hotel, except the 2nd Tuesday of each month when evening meeting is held at various places.

JACKSONVILLE (Fla.).

President—GEORGE W. CLARK, President The Geo. W. Clark Co., Real Estate Investments, Clark Bldg.
Vice-President—HARRY B. HOYT, Jacksonville Gas Co., Artificial Gas, corner Church and Laura Streets. Phone, 5575.
Secretary—R. T. ARNOLD, Arnold Printing Co., 224 E. Forsyth St. Phone, 3462.
Headquarters, 202 Clark Bldg.
Luncheons 2nd and 4th Tuesday at one o'clock, Aragon Hotel. Evening meeting 3rd Tuesday at 6:30 p. m., Aragon Hotel.

JOLIET (Ill.).

President—VAUGHN W. BROOKS, Chief Despatcher, Elgin, Joliet & Eastern Railway, Joliet National Bank Bldg. Phone, Joliet 2850.
Vice-President—JOHN BROWN ANDERSON, Attorney-at-law, Clement Bldg. Phone, Joliet 460.
Secretary—JAMES L. BANNON, Civil Engineer-Contractor, Room 216, Joliet National Bank Bldg. Phone, Joliet 468.
Meetings on first and third Tuesday of each month at 7:00 p. m., at Hobbs Hotel. Luncheons every Thursday, at 12:15, at Hobbs Cafe.

KANSAS CITY (Mo.).

President—E. R. GLENN, Vice-President Whitcomb Cabinet Co., Cabinet and Fixture Work, 14th and Chestnut. Both phones, East 1900.
Vice-President—WM. E. SCHILLING, Republic Life Ins. Co., 320 Reserve Bank Bldg.
Secretary—OTTO WITTMANN, Mgr. K. C. Auto Supply Co., Automobile Supplies, 1504 Grand Ave. Phone, Bell. G. 3181; Home, M. 3181.
Club Headquarters, 411 Reliance Bldg.
Luncheon every Thursday from 12:30 to 2 p. m. Round Table Luncheon every day, Hotel Baltimore.

LINCOLN (Neb.).

President—F. C. ZEHRUNG, Prop. Zehrung Posting Service, Oliver Theatre. Phone, B1234; Bell No. 8.
Vice-President—R. O. CASTLE, Senior member of firm of Castle, Roper & Matthews, Undertakers & Embalmers, 1819 N. St. Phones, Auto. B1749; Bell 746.
Secretary—F. E. WALT, Vice-Pres. Safe Deposit Insurance Agency, General Insurance, 128 N. 11th St.
Club Headquarters at office of Secretary.
Meetings every Tuesday noon at Lincoln Hotel.

LOS ANGELES (Calif.).

President—ROGER M. ANDREWS, Citizens Trust & Savings Bank, Trust Dept., 308-310 South Broadway. Phones, Home 10191; Sunset, Main 1010.
Vice-President—CARL E. ROSENBERG, Yawman & Erbe Mfg. Co., 627 South Broadway. Phones, Home F3625; Sunset, Main 3925.

Secretary—H. C. WARDEN, 506-7 Delta Bldg. Phones, Home, F7343; Sunset, Main 7343.
Club Headquarters, 506-7 Delta Bldg.
Club meets every Friday for luncheon.
HOTEL: Hollenbeck, Spring and Second Streets, 500 rooms, 300 baths. Rates, \$1.00 and up. Excellent cafe.

LOUISVILLE (Ky.).

President—FRANK P. BUSH, Secretary & Treasurer Bush-Krebs Co., Engravers & Electrotypers, 408 W. Main St. Phone, Home City 1996; Main 1996.
First Vice-President—C. OSCAR EWING, D. H. Ewing & Son, Creamery, 308 W. Breckinridge St. Phones, Home City 1028; South 1028.
Second Vice-President—L. H. AMRINE, Mgr. Underwood Typewriter Co., 120 S. 4th Ave. Phones, Home City 1185; Main 1185.
Secretary—C. H. HAMILTON, Gen'l Agt. Sheldon School, 400 Walker Bldg. Phone Home, City 6911. Club Headquarters at office of Secretary.
Meetings held twice a month—on the second Tuesday evening at dinner and on the fourth Tuesday noon at Henry Watterson Hotel.

MADISON (Wis.).

President—C. L. McMILLEN, Life Insurance, Orpheum Theatre Bldg.
Vice-President—A. W. SCHULKAMP, Fire Insurance, Tenney Block.
Secretary—C. R. WELTON, Welton & Marks, Attorneys-at-Law, Pioneer Bldg.
Meetings every Thursday at 12:30 p. m., Madison Club.

MILWAUKEE (Wis.).

President—G. C. DEHEUS, Dennison Manufacturing Company, Mack Block. Phone, Main 111.
First Vice-President—T. E. BRENNAN, T. E. Brennan Co., University Bldg. Phone, Main 1016.
Second Vice-President—W. L. ZIMMERS, Attorney, 740 Wells Bldg. Phone, Main 633.
Secretary—CAESAR D. MARKS, American Surety Co. of N. Y., Surety Bonds and Undertakings, 218 Wells Building. Phone, Main 2543.
Club luncheons held every Wednesday at the Hotel Pfister, 12:15 p. m.

MINNEAPOLIS (Minn.).

President—ORRIN M. CORWIN, Vice-President Wells & Dickey Co., Farm Loans, Municipal Securities, First floor McKnight Bldg. Phone, Nicollet 4200.
First Vice-President—HARRY R. SHEPARDSON, Mgr. Loose-Wiles Biscuit Co., 701 Washington Ave. N. Phones, Main 926; Center 2850.
Second Vice-President—Ivan A. THORSON, Pres. Northwestern School Supply Co., 717 Hennepin Ave. N. Phones, Main 2109; Center 981.
Secretary—ALLYN K. FORD, Partner Luther Ford & Co., mfg. Mrs. Stewart's Bluing, 331 Second Ave. N. Phones, Main 1601; Center 4771.
Club Headquarters at Secretary's office.
Luncheon every Friday at 12:30 at Hotel Radisson, Seventh Street, near Nicollet Avenue. Minneapolis most up-to-date hotel.

MONTGOMERY (Ala.).

President—THOS. L. HACKETT, Coca Cola Bottling Works, Bottler.
Vice-President—ALEX. RICE, Clothier, Court Square.
Secretary—W. F. BLACK, Office of the City Clerk. Meetings held on Wednesdays at 1 p. m. at the Gay Teague Hotel.

MUSKOGEE (Okla.).

President—H. S. SHELOR, Bonds and Burglary Insurance, 905-6 Barnes Bldg.
Vice-President—W. F. MOFFATT, Fire Insurance, 813-4 Barnes Bldg.
Secretary—JOHN A. ARNOLD, Accountant, 528-529 Flynn-Ames Bldg.
Club Luncheons held every Thursday at 12:15 p. m. at Severs Hotel.

NEWARK (N. J.).

President—ISAAC B. KILBURN, Mgr. Division "B" Prudential Insurance Company, Prudential Building. Phone, Market-4000.
Vice-President—A. STONELAKE CASE, 671 Broad St.
Secretary—C. L. JOHNSTON, Asst. Mgr. Steger & Sons Piano Mfg. Co., 741 Broad St. Phone, Market-238.
Club Headquarters at Office of Secretary.

Meetings on the second Tuesday evening of each month excepting July and August, at Achtel Stettters' Restaurant, 842 Broad St. Weekly Luncheons are not held although Rotarians can be found every day at the regular lunch hour at the restaurant mentioned above.

NEW ORLEANS (La.).

President—A. B. FREEMAN, Coca Cola Bottling Works, Canal and N. Robertson Sts. Phone, Main 3874. Vice-President—JAS. P. WILLIAMS, Optician, 149 Baronne St. Phone, Main 3653. Secretary—ED. H. WILD, Men's Shoes, Retail, 615 Canal St. Phone, Main 2372. Club Headquarters at 615 Canal St. Meetings held 2nd Tuesday of month at 6 p. m. for dinner, and 4th Tuesday at 8 p. m. at the office or establishment of one of its members.

NEW YORK (N. Y.).

President—WALTER C. GILBERT, Harlem Storage Warehouse Co., 211 East 100th St. Phone, Lenox 850. Vice-President—WILLIAM GETTINGER, President Eaton & Gettinger, Printing, 133 E. 16th St. Phone, Stuyvesant 970. Secretary—CLARENCE W. BRAZER, Brazer & Robb, Architects, 1133 Broadway. Phone, Madison Square 3991. Club Headquarters: Hotel Imperial, Broadway and 32nd. HOTEL: Imperial, Broadway and 31st. Rates, \$1.50 per day and up. Copeland Townsend, Mgr.

OAKLAND (Calif.).

President—T. B. BRIDGES, Mgr. Heald's Business College, Business College, 16th and San Pablo Aves. Phone, Oakland 201. Vice-President—D. L. ARONSON, Mgr. Cahn Nickelsburg & Co., Shoe Mfrs. & Jobbers, 1126 Brush St. Phone, Oakland 8455. Secretary—J. N. BURROUGHS, Pres. Oakland, Calif. Towel Co., Towel Supplies, 28th & Filbert Streets. Phone, Oakland 888. Club Office, 414 Security Bank Bldg. Phone, Lakeside 287. Meetings every Thursday at 12:30 at Hotel Oakland.

OKLAHOMA CITY (Okla.).

President—PAUL M. POPE, Bennett & Pope, Attorneys, Colcord Building. Phone, Walnut 4776. Vice-President—FRANK H. RICE, Oklahoma City Building & Loan Asso., 18 North Robinson. Secretary—EUGENE WHITTINGTON, Member Firm Whittington & Steddom, Ins. Agency, 400-6 Insurance Bldg. Phone, Walnut 3805. Meetings held on Tuesday of each week, 12:15 p. m. at the Skirvin Hotel. Club Headquarters are the Secretary's office.

OMAHA (Neb.).

President—DANIEL BAUM, Jr. Mgr. Baum Iron Co., 13th and Harney Streets. Phone, Douglas 131. Vice-President—W. H. CLARK, Sec'y and Treas. Nonpareil Laundry Co., 1708 Benton St. Phone, Douglas 2560. Secretary—TOM S. KELLY, Gen. Agt. Life Dept. Travelers Ins. Co. of Hartford, 1331 City National Bank Bldg. Telephone, Douglas 861. Meetings are held at noon in the Rathskeller of the Henshaw Hotel each Wednesday noon except the last Wednesday of the month when the meeting is at 6 p. m., same location. HOTEL: New Henshaw, 16th & Farnam Streets. Fireproof. Strictly firstclass. European plan.

PATERSON (N. J.).

President—W. D. PLUMB, Mgr. Underwood Typewriter Co., 9 Hamilton St. Vice-President—JAMES T. JORDAN, The Jordan Piano Co., 181 Market St. Secretary—WALTER S. MILLS, H. W. Mills, Hardware, 69 Washington St. Meetings held last Thursday of the month at G. H. Crawford's, 148 Washington St.

PEORIA (Ill.).

President—GEORGE R. MACCLYMENT, Farm Land Development, Observatory Bldg. Phone, M-314. Vice-President—E. B. HAZEN, Brass Foundry Co., 711 S. Adams St. Phone, Main 553. Secretary—E. C. SCHMITZ, Modern System Sales Co., Office Outfitters, 208 S. Jefferson Ave. Phone M-682. Meetings held at Jefferson Hotel, or as otherwise specified, Fridays, at 12:15.

PHILADELPHIA (Penn.).

President—WALTER WHETSTONE, Pres. Whetstone & Co., Inc., Iron Pipe and Steamfitters' Supplies, 911 Filbert St. Phones, Bell Filbert 2813; Key, Race 1881.

Vice-President—GUY GUNDAKER, Asst. Mgr. Kugler's Restaurant Co., Restaurant and Caterer, 1412 Chestnut St. Phones, Bell Filbert 2813; Key, Race 137.

Secretary—CHARLES A. TYLER, Mgr. Bartlett Tours Co., Tourist Agents, 200 South 13th St. Phone, Bell, Walnut 2491.

Regular luncheons at the Bingham Hotel on Wednesdays, 12:30 to 1:30 p. m. Club headquarters, 200 South 13th St.

Regular monthly dinners at Kugler's, 1412 Chestnut Street on the third Tuesday of each month at 6:30 p. m.

PITTSBURGH (Penn.).

President—EDWIN C. MAY, Secretary The May Drug Co., Retail Drugs, May Bldg. Phone, Court 1418.

First Vice-President—G. W. DUFFUS, Supt. The Bradstreet Co., Mercantile Agency, 206 Commonwealth Bldg. Phone, Court 34.

Second Vice-President—THOS. H. SHEPPARD, Sec'y and Treas. Arbuthnot-Stephenson & Co., Wholesale Dry Goods, 801 Penn Ave. Phone, Grant 534.

Secretary—P. S. SPANGLER, 547 Liberty Ave. Club luncheons held every Wednesday at Fort Pitt Hotel.

PORTLAND (Ore.).

President—C. V. COOPER, Mgr. Castilloa Rubber Co., 813 Chamber of Commerce. Phone, Main 4809.

Vice-President—J. C. ENGLISH, J. C. English Co., Lighting Fixtures, 128 Park St. Phones, Main 2479, A. 3747.

Secretary—J. L. WRIGHT, President & General Mgr. Portland Printing House Co., 388 Taylor St. Phone Main 6201 A2281.

City Office Room 2, Commercial Club Bldg., W. L. Whiting Assistant Secretary. Weekly luncheons held every Tuesday at 12:30 p. m. Commercial Club.

PROVIDENCE (R. I.).

President—JOHN D. CAMERON, Sec'y & Asst. Treas. R. I. Supply & Engineering Co., Steam & Plumbers Supplies, 156 W. Exchange St. Phone Union 883.

Vice-President—HARRY C. PATTERSON, Office Mgr. Seacocket Coal Co., 5 Exchange St. Phone, Union 2015.

Secretary—E. P. SMALL, Sec'y A. E. Martell Co., Loose Leaf Systems, 528 Grosvenor Bldg. Phone, Union 2017.

Regular monthly meetings 1st Monday each month at 6:30 p. m. at West Side Club. Semi-monthly luncheons, 1st and 3rd Mondays at 12:30 o'clock.

PUEBLO (Colo.).

President—H. A. BLACK, Physician and Surgeon, 1 Pope Block. Phone, Main 331.

First Vice-President—JESSE ROOD, care Rood Candy Co., 406 W. 7th St. Phone, Main 30.

Second Vice-President—C. G. SEELYE, Mt. States Tel. & Tel. Co., Telephone Building. Phone, Main 1000.

Secretary—J. A. CLARK, Prin. American Business College, Commercial School, Swift Block. Phone, Main 820.

Club Headquarters at office of Secretary. Weekly meetings every Monday at 12:15 p. m. Monthly meetings third Tuesday in each month, at 7 p. m. at the Vail or Congress Hotels.

RICHMOND (Va.).

President—JOHN G. CORLEY, The Corley Company. Phone, Madison 2586.

Vice-President—GEORGE W. BAHLKE, Mgr. Metropolitan Life Ins. Co., Travelers Bldg. Phone, Madison 260.

Secretary—S. S. ROSENDORF, Prop. Southern Stamp & Stationery Co., Twelve-Six Main St. Phone, Madison 1895.

Club Headquarters at office of Secretary. Luncheon meeting every second and fourth Tuesday in the year at 6:30 p. m.

Meetings rotate between Business Men's Club, Coles, Hotel Murphys, and other places. Consult the officers or ask for copy Tabasco, our club organ.

ROCHESTER (N. Y.).

President—SETH C. CARPENTER, Agt. Travelers' Insurance Co., 508-521 Granite Bldg. Phone, 1652.

Vice-President—S. D. BURRITT, Jeweler, 104 State St. Phone, Stone 3849.

Secretary—C. G. LYMAN, Prop. Lyman's Letter Shop, Duplicate Letters, 75 State St. Phone, Stone 6190. Club luncheons every Tuesday, 12:30 to 1:30 p. m., at Hotel Rochester.

ST. JOSEPH (Mo.).

President—CLAUDE MADISON, Mgr. St. Joseph Coal Co., 302 S. Fifth St. Phone, Bell 520.

Secretary—W. S. ALDRICH, Partner of the Firm, Eckel & Aldrich, Architects, 1105 Corby-Forsee Bldg. Phone, Bell 62.

Meetings of the club are held on the 1st and 3rd Tuesdays of every month at Robidoux Hotel.

SAINT LOUIS (Mo.).

President—JESSE M. TOMPSETT, Treas. Isler-Tompson Lithographing Co., Commercial Lithographing, 1324 Washington Ave. Phones, Olive 623; Cabany 3107.

First Vice-President—S. E. BAMBER, Sec'y Hess & Culbertson Jewelry Co., 7th and St. Charles Sts. Phones, Oliver 2000; Central 7145.

Second Vice-President—W. N. CHANDLER, Secretary and Treasurer Cleaner Mfg. Co., 2842 Olive St. Phones Bonmot 42; Central 4636.

Secretary—A. D. GRANT, Pres. Grant-Orvis Brokerage Co., 411 Olive St. Phone, Main 1751. Club Headquarters 411 Olive St. Phone, Bell, Main 1751.

Club luncheons every Thursday at 12:30, except 1st Thursday of month, at 6:30 p. m. at various hotels and cafes.

ST. PAUL (Minn.).

President—WILLIAM B. WEBSTER, Prop. St. Paul Steam Laundry Co., 289 Rice St. Phone, Cedar 940.

Vice-President—FRED C. LISTOE, Listoe & Wold, Undertakers, 150 W. 4th St. Phones, Cedar 508, Tri-State 508.

Secretary—JAMES H. LEE, Prop. James H. Lee & Co., Agency, High-Grade Office and Sales Help, 1617 Pioneer Bldg. Phones, Cedar 6000; Tri-State 2089. Club Headquarters at Secretary's office.

Meetings usually held on Tuesday at various clubs and hotels at either 12:15 or 6:15 p. m.

SALT LAKE CITY (Utah).

President—CHAS. TYNG, Houston Real Estate Inv. Co., 351 South Main. Phone, Wasatch 27.

First Vice-President—A. N. MCKAY, Mgr. Salt Lake Tribune, 145 South Main. Phone, Wasatch 5200.

Second Vice-President—FRANK T. ROBERTS, Roberts & Heist, Civil Engineer, Felt Bldg. Phone, Wasatch 1652.

Secretary—SAMUEL R. NEEL, Samuel R. Neel & Co., Mining Stock Brokers, 300 Newhouse Bldg. Phone, Wasatch 904.

Meetings held 1st Tuesday of month. Club luncheons every Tuesday of month except first Tuesday at the Hotel Utah.

SAN ANTONIO (Texas).

President—HERBERT J. HAYES, Texas Title Guaranty Co., Abstracts and Titles, 130 W. Commerce St. Phone, C2408.

Vice-President—HARRY L. MILLER, J. H. Kirkpatrick Co., Real Estate—City, 419 Navarro St. Phone, C80.

Secretary—C. H. JENKINS, The Bradstreet Co., Commercial Agencies, P. O. Box 807. Phone, C 333. Address all mail to "P. O. Box 807." Club Headquarters, 225 Gunter Office Bldg.

Luncheons at 12:30 each Friday at one of the leading hotels.

SAN DIEGO (Calif.).

President—GORDON L. GRAY, Lawyer, 416 Union Bldg. Phones, Home 4160; M. 416.

Vice-President—GEO. W. COLTON, Auto Tire Co., 5th and A. Sts. Phones, Home 4445; M. 346.

Second Vice-President—HAROLD PETERSON, So. Title Guarantee Co., 1113 D St.

Secretary—FRANKLIN M. BELL, 514 American National Bank Bldg. Phones, Home 4425; Sunset, Main 4442.

Club Headquarters at office of Secretary.

Meetings are held at Rudder's Grill every Thursday at 12:10.

HOTEL: del Coronado, Coronado Beach. American plan, \$4 per day and up.—John J. Herman, Mgr.

SAN FRANCISCO (Calif.).

President—H. J. BRUNNIER, Consulting Structural Engineer, Sharon Bldg. Phone, Sutter 370. Vice-President—MAX L. ROSENFIELD, Auto Sales Co., Automobiles, 408 Golden Gate Ave. Phone, Franklin 5871.

Secretary—R. R. ROGERS, Pres. R. R. Rogers Chemical Co., Mfrs. Specialties for Physicians and Drugists, 527 Commercial St. Phones, Kearney 150; C. 1505.

Club Headquarters at 803 Humboldt Bank Bldg. Phone, Douglas 1363.

Weekly luncheons, Tuesdays, 12:15 to 1:15 p. m., Techau Tavern, Powell and Eddy Streets.

HOTEL: St. Francis, Union Square, San Francisco. Rates, \$2.00 per day and upward. European plan.

HOTEL: Stewart, Geary Street, near Union Square. Rates, European, \$1.50, up; American, \$3.50, up.

SEATTLE (Wash.).

President—CLAUDE H. ECKART, Eckart Plumbing & Heating Co., 1614 Third Ave. Phone, Main 5682.

Vice-President—CHARLES PERRY, Rainier Grand Hotel, First and Madison. Phone, Elliott 2801.

Secretary—W. A. GRAHAM, JR., 237 Rainier-Grand Hotel.

Club Headquarters at office of Secretary. Meetings held at the Rathskeller every Wednesday at 12:15 p. m.

SIOUX CITY (Ia.).

President—LEONARD O'HARROW, Retail Shoes, 902 4th St. Phone, Auto. 1715.

Vice-President—ROBERT W. HUNT, Gen. Mgr. Phillip Bernard Co., Mfrs. Non-Freezable, Sanitary, Stock-Watering Systems. Phone, Bell 1530.

Secretary—JNO. O. KNUSTON, Merchandise Broker and Manufacturers' Agent, 308 Pierce St. Phones, Bell 415; Auto. 1026.

Luncheons every Monday at 12:15. Evening meetings 3rd Monday of each month. Luncheons rotate between The West, The Martin and The Jackson Hotels, evening meetings at The Martin or The West Hotels.

SPOKANE (Wash.).

President—W. C. SCHUPPEL, Mgr. Neely & Walker Investment Company, Irrigated Orchard Lands, Suburban Homes, 204 Paulsen Bldg. Phones, M. 332; M. 3478.

First Vice-President—A. F. STEELE, Washington Water Power Co., Electric Light & Power, Front & Lincoln St. Phone, M. 5171.

Second Vice-President—ALEX TURNBULL, Prop. Turnbull Undertaking Co., 1019 First Ave. Phone, M. 494.

Secretary—CHESTER WYNN, 503 Chamber of Commerce Bldg. Meetings held every Thursday at 12:15 p. m. at The Hall of the Doges, Davenport's.

SPRINGFIELD (Ill.).

President—O. G. SCOTT, Scott Coal Co., 327 S. 5th St. Vice-President—V. E. BENDER, Publisher Evening News, 219 S. 4th St.

Secretary—R. F. BUTTS, Form Letters, Buckeye Sales Co., 502 Reisch Bldg.

SUPERIOR (WIS.).

President—CLARENCE J. HARTLEY, Firm Hanitch & Hartley, Lawyers, First National Bk. Bldg. Phone Ogden 1142.

Vice-President—H. E. SPEAKES, Pres. Speakes Lime & Cement Co., Building Material, 114 Banks Ave.

Secretary—B. J. THOMAS, Cashier People's Telephone, 1013 Ogden Ave.

Club Headquarters, Hotel Superior, Phone, Ogden 224. Meetings each Wednesday at 6:15 p. m. at Hotel Superior unless otherwise ordered.

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President—S. H. COOK, Sales Mgr. Brown-Lipe-Chapin Co. Auto Gear Manufacturing, W. Fayette St. Phone 7785. Residence 502 Walnut Ave.

Vice-President—DR. JOHN A. MATTHEWS, Halcomb Steel Co.

Secretary—FRANK W. WEEDON, Entertainer, 36 Grand Opera House Block.

Meetings each Friday at 12:15 p. m., excepting one Friday each month, which is an evening meeting with some special entertainment, at the Onondaga Hotel Rathskellar.

TACOMA (Wash.).

President—E. B. KING, Hoska-Buckley-King Co., Undertakers, 730-32 St. Helens Ave. Phone, M412. Vice-President—R. E. ROBINSON, Mgr. Sherman, Clay & Co., Pianos, Organs and Talking Machines, 930 So. C St. Phone, M995. Secretary—WM. G. STEARNS, President Stearns Bldg. & Investment Co., Real Estate, 301-2 Chamber of Commerce Bldg. Phone, Main 543. Club Headquarters at office of Secretary. Regular weekly luncheon at Tacoma Hotel every Thursday at 12:30 p. m.

TERRE HAUTE (Ind.).

President—GEO. GRAHAM HOLLOWAY, Photography, 204 S. 7th St. First Vice-President—GEORGE SCHAAL, Sec'y, Ermisch Dyeing & Cleaning Co. Second Vice-President—P. E. ALLEN, Insurance and Collections. Secretary—C. I. BROWN, Brown's Business College, 116 S. Sixth St.

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President—GEO. E. HARDY, Pres. and Treas. The Hardy Paint & Varnish Co., Oakwood Avenue and Hoag Street. Phone, Home 6x28 B. Forest 518. First Vice-President—FRANK L. MULHOLLAND, Lawyer, Mulholland & Hartmann, 1311 Nicholas Bldg. Phone, Home 2290. Second Vice-President—E. F. GLEASON, Supt. The Bradstreet Co., Mercantile Agency, 635 Spitzer Bldg. Phone, Home 398. Secretary—HERBERT H. STALKER, H. H. Stalker Advertising Company, 329 Colton Bldg. Home Phone, Main 2077. Club Headquarters, 303 Colton Bldg. Weekly Club Luncheons are held every Friday noon at 12 o'clock at the Boody House. Monthly meetings held on the third Tuesday of the month at such places as may be arranged for. HOTEL: Secor, 300 rooms, 200 baths. Rates, \$1.50 per day and up. Wallack Bros., Props.

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President—JOHN DOLPH, Supt. Metropolitan Life Ins. Co., 816 Munsey Bldg. Phone, Main 3271. Vice-President—JOSEPH M. STODDARD, member of Firm Cook & Stoddard Co. Automobiles, 1138 Conn. Ave. Phone, North 7810. Secretary—GEORGE W. HARRIS, Photographer, 1311 F. St., N. W. Luncheons held at the Ebbitt House, 14th and F Sts. N. W. phone, Main 5035, 2nd and 4th Fridays of each month. HOTEL: The New Ebbitt, 14th and F Streets. American, \$3.00. European, \$1.50 to \$4.00.

WICHITA (Kans.).

President—GIFFORD M. BOOTH, Pres. Grit Printery, Printing and Book Binding, 124 S. Lawrence. Phone, Market 440. Vice-President—WILL G. PRICE, Business College, 114 North Market St. Phone, Market 1878. Asst. Secretary—GEO. I. BARNES, Barnes Reporting Co., Form Letters and Court Reporting, 1005 Beacon Bldg. Phone, Market 472. Meetings of Club held every other Monday evening (except July and August) at Kansas Club at 6 p. m. Luncheons semi-monthly, on Wednesday, at 12:30 p. m., either at Hamilton Hotel or Y. M. C. A. Rooms.

WORCESTER (Mass.).

President—EDWARD B. MOOR, Partner Bonney & Moor, Brokers, State Mutual Building, 340 Main St. Phones, Park 5770-6685. Vice-President—LEWIS M. McCALLUM, Secretary, Parker Wire Goods Co., 1 Assonet St. Phone, Park 4400. Secretary—H. B. SIMONS, Mgr. Western Union Telegraph Co., 413 Main St. Luncheons Thursday at 1:00 p. m., Putnam & Thurston's Restaurant. Meetings 3rd Monday in each month, excluding July and August, at 6:30 p. m. at various hotels.

Canada.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

HALIFAX (N. S.).

President—J. C. GASS, Provincial Mgr. Imperial Life Assurance Company. Bank of Commerce Bldg. Vice-President—P. O. SOULIS, Mgr. Soulis Typewriting Co., Granville Street. Secretary—F. M. GUILDFORD, Guildford & Sons, Machinist's Supplies. Meetings held first Tuesday of each month at Halifax Hotel. Weekly meetings as arranged.

HAMILTON (Ont.).

President—RUSSELL T. KELLEY, Gen. Mgr. Hamilton Fire Insurance Co. Vice-President—BRUCE A. CAREY, Mgr. Hamilton Conservatory of Music. Secretary—A. R. BELL, Mgr. The Garlock Packing Co. Meetings held Thursday at 1:10 p. m. at Young's Cafe.

MONTREAL (Que.).

President—H. LEROY SHAW, Mgr. Imperial Life Assurance Company. Life Assurance, 112 St. James St. Vice-President—ANSON McKIM, A. McKim, Limited, Lake of the Woods Bldg. Secretary—H. R. SWENERTON, Managing Director Montreal Bond Co., Bonds and Investment Securities, Transportation Building. Phones, Main 7309 and 7310. Club luncheons every Thursday at 1 p. m. at Freemans Hotel.

TORONTO (Ont.).

President—W. A. PEACE, Dist. Mgr. Imperial Life Assur. Company, 22 Victoria Street. Vice-President—R. W. E. BURNABY, Real Estate Broker, Imperial Life Building. Secretary—G. D. WARK, Secretary The Office Specialty Mfg. Co., Ltd., 97 Wellington Street, W. Meetings Wednesday of each week at 1:10 p. m. at Woodbine Hotel, 102 King St., West.

VANCOUVER (B. C.).

President—G. S. HARRISON, Merchants Bank of Canada, Phone, Sey. 9460. Vice-President—J. B. GIFFEN, Mercantile Agency, 543 Hastings St. W. Phone, Sey. 4500. Secretary—R. W. HANNA, Office Furniture, 416 Cordova, W. Phone, 3700. Meetings Tuesday at 12:30 p. m. sharp, Hotel Elysium.

WINNIPEG (Man.).

President—J. F. C. MENLOVE, Dom. of Can. Guarantee & Accident Ins. Co., 706 Somerset Bldg. Phone, Main 2075. Vice-President—JAS. W. HILLHOUSE, Crescent Creamery Co., 83 Lombard St. Secretary—C. J. CAMPBELL, Security Land Co., 8 Bank of Hamilton Chambers. Phone, Main 870. Weekly luncheons held every Tuesday at 12:30 at the Travellers Club. Regular monthly meetings are held at the same place on the second Wednesday of each month at eight o'clock p. m.

Great Britain and Ireland.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

BELFAST (Ireland).

President—W. H. ALEXANDER, Motor Merchant, 91 Donegall St. Phone, Belfast 974 and 1801. Vice-President—ROBERT PATTERSON, Richard Patterson & Co., Ironmonger, 57 High St. Phone, Belfast 116. Secretary—HUGH BOYD, Atkinson & Boyd, Accountant, 72 High St. Phones, Belfast 2447 and 301. Luncheons, Monday from one to two p. m. Monthly Dinners at 6:30 p. m., Cafe Royal, Wellington Place.

DUBLIN (Ireland).

President—WILLIAM FINDLATER, Managing Director Alex. Findlater & Co., Ltd., 30 Upper Sackville Street. Phone 3581.
 Vice-President—JOHN P. McKNIGHT, City Woollen Mills, Cork St.
 Hon. Secretary—WM. A. M'CONNELL, The Century Ins. Co., Ltd., 116 Grafton Street. Phone, 2983.
 Luncheons Mondays 1:15 to 2:15. Evening meetings during winter months, usually on last Monday of month, Dolphen Hotel, Essex Street.

EDINBURGH (Scotland).

President—JOSEPH DOBBIE, S. S. C. Solicitor, 26 Charlotte Square. Phone, Central 5927.
 Vice-President—W. L. SLEIGH, Rossleigh, Ltd., Motor Engineers, 32 Shandwick Place. Phone, Central 2305.
 Secretary—THOMAS STEPHENSON, Pharmacist, Editor of "The Prescriber," 137 George St. Phone, Central 2387.
 Luncheons held every Thursday at 1 o'clock (except first Thursday of month). Monthly meeting, first Thursday of month at 7 p. m., Carlton Hotel, North Bridge, and Ferguson & Forrester's, Princes Street, on alternate months. No meetings held during August and September.

GLASGOW (Scotland).

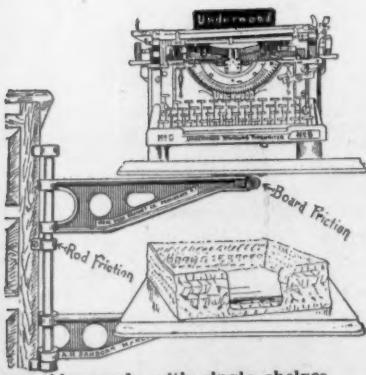
President—WALTER LAIDLAW, Laidlaw & Fraser, Printer, 92 St. Vincent St. Phone, City 8893.
 Vice-President—COLIN YOUNG, F. F. S., 10 Blythswood Sq. Phone, Argyle 768.
 Secretary—JOHN A. KIRKWOOD, Stock Broker, 75 St. George's Place. Phone, City 8004. Telegraph address "Stag," Glasgow.
 Luncheons, Tuesdays at 1:15, Sloan's Restaurant, Argyle Arcade, Buchanan St. Monthly Meeting 3rd Tuesday in the month at 6:30 p. m.

LIVERPOOL (England).

President—GEORGE J. PRATT, Pratt, Ellis & Co., Fishmarket. Phone, 1557 Royal.
 Vice-President—ERNEST O. DAVIES, Century Insurance Co., Ltd., Life, Sickness and Accident Insurance, North John Street. Phone, 4745 Bank.
 Hon. Secretary—AUGUSTINE RIED, Oxford & Ried, Insurance Broker, 19 Castle St.
 Luncheons every Thursday at 1 p. m. at Hotel St. George.

LONDON (England).

President—G. J. P. ARNOLD, Messrs. Percy Edwards, Ltd., Jewellers, 71 Piccadilly, W. Phone, Gerrard 3872.
 Vice-President—E. T. WEBB, London Joint Stock Bank, Ltd., Charterhouse Street, E. C. Phone, City 7681.
 Hon. Secretary—CHAS. DAVIE, London Mgr. Cantrell & Cochrane, Ltd., Aerated & Mineral Water Mfrs., 376 Strand. Phone No. 4006 Regent.
 Meetings held second Tuesday in each month at 7 p. m., Trocadero Restaurant.



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 Vice-President—C. H. MEGSON, A. Megson & Son, Ltd., Stationers, Retail, 14 Mosley St.
 Secretary—CHAS. B. PENWARDEN, Albion Hotel, Publicity Specialist. Phones, City 3966; Altrincham 1330.
 Headquarters, Albion Hotel, Piccadilly. Club luncheons are held every Thursday at the Albion Hotel at 1 o'clock. Monthly dinners at the Albion Hotel each month on alternate days, first Thursday, Friday, etc., in the month. No dinners in August or September.

ROTARY CLUBS NOT YET AFFILIATED IN THE ASSOCIATION.

ALLENTEWON (Pa.).

Secretary—G. FRANK TIFT, The Bradstreet Company.

BROOKLYN (N. Y.).

Secretary—E. W. BROWN, 186 Remsen St.

CLEBURNE (Texas).

Secretary—B. W. ALEXANDER.

ERIE (Pa.).

Secretary—A. M. CASSEL, Liebel Block.

EVANSVILLE (Ind.).

Secretary—V. C. LEWIS, 206½ Upper 3rd St.

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Secretary—R. W. JUNKER.

NASHVILLE (Tenn.).

Secretary—F. G. LANGHAM, Stahlman Bldg.

NEW CASTLE (Pa.).

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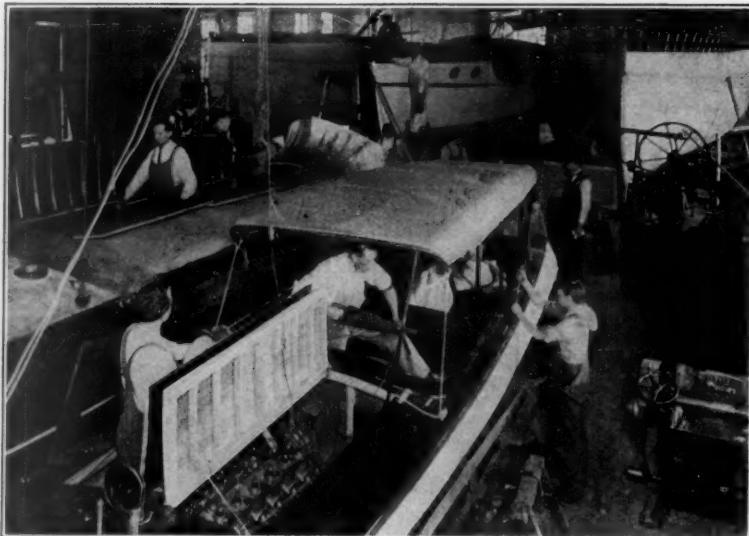
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See Page **Four**
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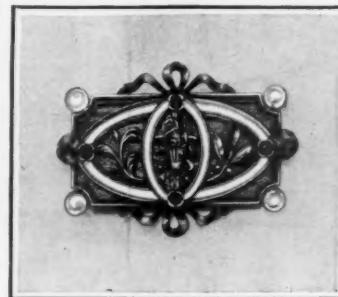
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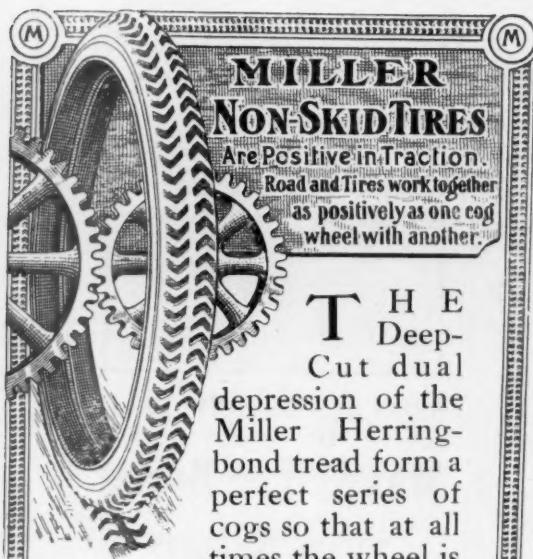
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